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Appendices

Appendix 1 - Retail Data Analysis Tables a3
Appendix 2 - Results from Workshop #1 ....a15
Appendix 3 - Business Survey Results...a29
Appendix 4 - Stakeholder Interview Summary a37
Appendix 5 - Neighborhood Interview Results a41
Appendix 6 - Results From Public Meeting #4 ....a45
Appendix 7 - Design Guidelines Gap Analysis...a49

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Capture of Local Demand Analysis Tables

Miitary Avenue Corridor Capture of Surrounding Neighborhood Trade Area Spending

Merchandise Lines	Military Ave. Capture of Local Neighborhood
Alcoholic Drinks	18%
All Other Merchandise	15%
Audio Equipment, Musical Instruments	29%
Automotive Fuels	20%
Automotive Lubricants	16%
Books	7%
Cars, Trucks, Other Powered Transportation	1%
Children's Wear	39%
Cigars, Cigarettes, Tobacco, Accessories	12%
Computer Hardware, Software and Supplies	9%
Curtains, Draperies, Blinds, Slipcovers Etc	11%
Drugs, Health Aids and Beauty Aids	6%
Flooring and Floor Coverings	4%
Footwear	10%
Furniture and Sleep Equipment	6%
Groceries and Other Foods	8%
Hardware, Tools, Plumbing, Electrical	4%
Jewelry	11%
Kitchenware and Home Furnishings	10%
Lawn, Garden, and Farm Equipment & Supplies	7%
Lumber and Building Materials	3%
Major Household Appliances	17%
Meals and Snacks	23%
Men's Wear	16%
Optical Goods	6%
Packaged Liquor/Wine/Beer	24%
Paint and Sundries	8%
Paper and Related Products	10%
Pets, Pet Foods and Pet Supplies	9%
Photographic Equipment and Supplies	8%
RVs, Campers, Camping & Travel Trailers	1%
Sewing, Knitting and Needlework Goods	14%
Small Electric Appliances	12%
Soaps, Detergents and Household Cleaners	10%
Sporting Goods	10%
Televisions, Video Recorders, Video Cameras	22%
Toys, Hobby Goods and Games	28%
Women's, Juniors' and Misses' Wear	24%
Total Retail Sales Incl Eating and Drinking Places	**12%**

Source: Claritas 2010, Vierbicher

Miitary Avenue Corridor Capture of City-Wide Trade Area Spending

Merchandise Lines	Military Capture of City Less Neighborhood
Alcoholic Drinks	11%
All Other Merchandise	10%
Audio Equipment, Musical Instruments	16%
Automotive Fuels	13%
Automotive Lubricants	11%
Books	4%
Cars, Trucks, Other Powered Transportation	1%
Children's Wear	24%
Cigars, Cigarettes, Tobacco, Accessories	9%
Computer Hardware, Software and Supplies	5%
Curtains, Draperies, Blinds, Slipcovers Etc	7%
Drugs, Health Aids and Beauty Aids	4%
Flooring and Floor Coverings	2%
Footwear	6%
Furniture and Sleep Equipment	3%
Groceries and Other Foods	6%
Hardware, Tools, Plumbing, Electrical	2%
Jewelry	6%
Kitchenware and Home Furnishings	6%
Lawn, Garden, and Farm Equipment & Supplies	5%
Lumber and Building Materials	2%
Major Household Appliances	11%
Meals and Snacks	14%
Men's Wear	9%
Optical Goods	3%
Packaged Liquor/Wine/Beer	15%
Paint and Sundries	5%
Paper and Related Products	7%
Pets, Pet Foods and Pet Supplies	6%
Photographic Equipment and Supplies	4%
RVs, Campers, Camping & Travel Trailers	1%
Sewing, Knitting and Needlework Goods	9%
Small Electric Appliances	8%
Soaps, Detergents and Household Cleaners	7%
Sporting Goods	5%
Televisions, Video Recorders, Video Cameras	13%
Toys, Hobby Goods and Games	17%
Women's, Juniors' and Misses' Wear	13%
Total Retail Sales Incl Eating and Drinking Places	**8%**

Source: Claritas 2010, Vierbicher

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City-Wide Retail Capture of City-Wide Trade Area Spending

Merchandise Lines	City Capture of City
Alcoholic Drinks	173%
All Other Merchandise	85%
Audio Equipment, Musical Instruments	139%
Automotive Fuels	93%
Automotive Lubricants	91%
Books	69%
Cars, Trucks, Other Powered Transportation	65%
Children’s Wear	219%
Cigars, Cigarettes, Tobacco, Accessories	78%
Computer Hardware, Software and Supplies	67%
Curtains, Draperies, Blinds, Slipcovers Etc	139%
Drugs, Health Aids and Beauty Aids	137%
Flooring and Floor Coverings	109%
Footwear	103%
Furniture and Sleep Equipment	96%
Groceries and Other Foods	105%
Hardware, Tools, Plumbing, Electrical	111%
Jewelry	109%
Kitchenware and Home Furnishings	119%
Lawn, Garden, and Farm Equipment & Supplies	136%
Lumber and Building Materials	129%
Major Household Appliances	139%
Meals and Snacks	99%
Men’s Wear	141%
Optical Goods	78%
Packaged Liquor/Wine/Beer	105%
Paint and Sundries	129%
Paper and Related Products	135%
Pets, Pet Foods and Pet Supplies	132%
Photographic Equipment and Supplies	99%
RVs, Campers, Camping & Travel Trailers	51%
Sewing, Knitting and Needlework Goods	117%
Small Electric Appliances	148%
Soaps, Detergents and Household Cleaners	137%
Sporting Goods	102%
Televisions, Video Recorders, Video Cameras	121%
Toys, Hobby Goods and Games	161%
Women’s, Juniors’ and Misses’ Wear	156%
Total Retail Sales Incl Eating and Drinking Places	**103%**

Source: Claritas 2010, Vierbicher

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Total Neighborhood Trade Area Sales Not Captured by Military Avenue Corridor Establishments

Merchandise Lines	Uncaptured Neighborhood Sales
Alcoholic Drinks	5,443,554
All Other Merchandise	30,533,180
Audio Equipment, Musical Instruments	3,703,278
Automotive Fuels	40,125,786
Automotive Lubricants	1,039,433
Books	2,896,369
Cars, Trucks, Other Powered Transportation	62,003,053
Children's Wear	3,636,937
Cigars, Cigarettes, Tobacco, Accessories	15,065,701
Computer Hardware, Software and Supplies	7,731,123
Curtains, Draperies, Blinds, Slipcovers Etc	3,676,663
Drugs, Health Aids and Beauty Aids*	14,617,943
Flooring and Floor Coverings	3,597,418
Footwear	5,696,553
Furniture and Sleep Equipment	7,469,576
Groceries and Other Foods	74,834,947
Hardware, Tools, Plumbing, Electrical	15,216,684
Jewelry	4,587,210
Kitchenware and Home Furnishings	6,653,040
Lawn, Garden, and Farm Equipment & Supplies	10,752,926
Lumber and Building Materials	23,941,057
Major Household Appliances	4,590,187
Meals and Snacks	42,824,621
Men's Wear	7,142,204
Optical Goods	1,713,266
Packaged Liquor/Wine/Beer	8,629,597
Paint and Sundries	2,912,833
Paper and Related Products	3,562,988
Pets, Pet Foods and Pet Supplies	2,868,221
Photographic Equipment and Supplies	1,004,300
RVs, Campers, Camping & Travel Trailers	1,616,210
Sewing, Knitting and Needlework Goods	797,102
Small Electric Appliances	1,496,036
Soaps, Detergents and Household Cleaners	4,123,380
Sporting Goods	5,447,539
Televisions, Video Recorders, Video Cameras	4,940,056
Toys, Hobby Goods and Games	3,860,917
Women's, Juniors' and Misses' Wear	12,647,603
Total Retail Sales Incl Eating and Drinking Places	**489,980,472**

Source: Claritas 2010, Vierbicher

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Regional Trade Areas Capture of Trade Area Spending

Merchandise Lines	Primary TA Capture of Primary TA Sales (less City)	Secondary TA Capture of Secondary TA Sales (less PTA)	Tertiary TA Capture of Tertiary TA Sales (less City)
Alcoholic Drinks	104%	139%	146%
All Other Merchandise	58%	68%	87%
Audio Equipment, Musical Instruments	60%	70%	96%
Automotive Fuels	109%	118%	125%
Automotive Lubricants	70%	73%	90%
Books	37%	96%	93%
Cars, Trucks, Other Powered Transportation	95%	74%	116%
Children's Wear	211%	77%	308%
Cigars, Cigarettes, Tobacco, Accessories	75%	82%	95%
Computer Hardware, Software and Supplies	37%	35%	49%
Curtains, Draperies, Blinds, Slipcovers Etc	81%	78%	116%
Drugs, Health Aids and Beauty Aids*	41%	68%	72%
Flooring and Floor Coverings	84%	80%	107%
Footwear	66%	88%	114%
Furniture and Sleep Equipment	71%	63%	124%
Groceries and Other Foods	66%	93%	91%
Hardware, Tools, Plumbing, Electrical	89%	84%	103%
Jewelry	62%	92%	104%
Kitchenware and Home Furnishings	68%	72%	102%
Lawn, Garden, and Farm Equipment & Supplies	87%	72%	103%
Lumber and Building Materials	99%	75%	72%
Major Household Appliances	71%	87%	100%
Meals and Snacks	65%	85%	76%
Men's Wear	83%	75%	131%
Optical Goods	32%	37%	57%
Packaged Liquor/Wine/Beer	54%	68%	74%
Paint and Sundries	85%	72%	121%
Paper and Related Products	62%	87%	97%
Pets, Pet Foods and Pet Supplies	52%	71%	78%
Photographic Equipment and Supplies	29%	59%	64%
RVs, Campers, Camping & Travel Trailers	107%	99%	171%
Sewing, Knitting and Needlework Goods	75%	59%	71%
Small Electric Appliances	72%	82%	117%
Soaps, Detergents and Household Cleaners	67%	90%	107%
Sporting Goods	90%	127%	196%
Televisions, Video Recorders, Video Cameras	67%	60%	91%
Toys, Hobby Goods and Games	59%	68%	98%
Women's, Juniors' and Misses' Wear	87%	73%	129%
Total Retail Sales Incl Eating and Drinking Places	**76%**	**82%**	**100%**

Source: Claritas 2010, Vierbicher

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Sales Leaked From Regional Trade Areas to other Retail Destinations

Merchandise Lines	Leaked Sales from Primary TA	Leaked Sales from Secondary TA	Leaked Sales from Tertiary TA	Total Leaked Sales From All Regional Trade Areas
Alcoholic Drinks	(1,530,114)	(10,743,840)	(12,774,870)	(25,048,824)
All Other Merchandise	83,852,255	51,383,976	21,755,913	156,992,144
Audio Equipment, Musical Instruments	12,607,138	6,712,138	974,935	20,294,211
Automotive Fuels	(23,982,735)	(38,890,862)	(55,520,413)	(118,394,010)
Automotive Lubricants	1,966,589	1,454,227	574,915	3,995,731
Books	12,422,685	559,394	930,796	13,912,875
Cars, Trucks, Other Powered Transportation	20,889,402	70,720,597	(46,804,670)	44,805,329
Children's Wear	(36,196,894)	5,134,202	(49,351,474)	(80,414,166)
Cigars, Cigarettes, Tobacco, Accessories	18,319,147	11,693,721	3,742,795	33,755,663
Computer Hardware, Software and Supplies	33,300,769	23,984,087	19,824,375	77,109,231
Curtains, Draperies, Blinds, Slipcovers Etc	4,335,789	3,925,203	(2,985,752)	5,275,240
Drugs, Health Aids and Beauty Aids*	160,558,666	79,394,973	72,685,968	312,639,607
Flooring and Floor Coverings	4,265,111	3,868,500	(1,616,487)	6,517,124
Footwear	12,114,351	3,140,767	(3,752,376)	11,502,742
Furniture and Sleep Equipment	14,858,421	13,641,191	(9,747,303)	18,752,309
Groceries and Other Foods	142,050,234	24,197,419	33,215,901	199,463,554
Hardware, Tools, Plumbing, Electrical	10,859,007	12,761,131	(3,045,363)	20,574,775
Jewelry	12,525,121	1,930,711	(872,279)	13,583,553
Kitchenware and Home Furnishings	14,934,987	9,695,372	(710,354)	23,920,005
Lawn, Garden, and Farm Equipment & Supplies	9,231,465	15,454,944	(1,915,306)	22,771,103
Lumber and Building Materials	1,997,845	31,324,546	39,230,744	72,553,135
Major Household Appliances	9,552,833	3,303,787	38,252	12,894,872
Meals and Snacks	101,322,630	33,097,126	55,065,292	189,485,048
Men's Wear	9,214,763	9,209,991	(12,185,472)	6,239,282
Optical Goods	7,301,652	5,132,990	3,693,617	16,128,259
Packaged Liquor/Wine/Beer	27,172,190	14,932,409	12,429,362	54,533,961
Paint and Sundries	3,470,454	4,685,695	(4,081,075)	4,075,074
Paper and Related Products	8,042,536	2,137,063	553,256	10,732,855
Pets, Pet Foods and Pet Supplies	9,902,466	5,073,813	4,629,837	19,606,116
Photographic Equipment and Supplies	5,537,264	2,037,517	1,939,486	9,514,267
RVs, Campers, Camping & Travel Trailers	(999,923)	128,774	(8,710,811)	(9,581,960)
Sewing, Knitting and Needlework Goods	1,348,246	1,705,900	1,315,321	4,369,467
Small Electric Appliances	2,471,850	1,265,671	(1,235,278)	2,502,243
Soaps, Detergents and Household Cleaners	7,772,521	1,996,035	(1,378,680)	8,389,876
Sporting Goods	4,631,932	(7,621,847)	(30,599,798)	(33,589,713)
Televisions, Video Recorders, Video Cameras	11,704,730	10,419,785	2,499,658	24,624,173
Toys, Hobby Goods and Games	12,577,483	7,134,280	576,509	20,288,272
Women's, Juniors' and Misses' Wear	14,729,791	19,200,477	(22,795,997)	11,134,271
Total Retail Sales Incl Eating and Drinking Places	**745,132,562**	**435,181,807**	**5,593,167**	1,185,907,536

Source: Claritas 2010, Vierbicher

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Primary Trade Area Future Retail Spending: Existing Baseline Data Used for Projections

Merchandise Lines	2009 Demand (Consumer Expenditures)	2009 Expenditures per Household	Expenditure Percent of Total Household Income
Alcoholic Drinks	54,390,122	472	0.7%
All Other Merchandise	292,192,256	2,537	4.0%
Audio Equipment, Musical Instruments	46,134,989	401	0.6%
Automotive Fuels	389,545,980	3,382	5.3%
Automotive Lubricants	9,665,023	84	0.1%
Books	29,032,345	252	0.4%
Cars, Trucks, Other Powered Transportation	554,778,628	4,817	7.5%
Children’s Wear	48,168,902	418	0.7%
Cigars, Cigarettes, Tobacco, Accessories	113,477,698	985	1.5%
Computer Hardware, Software and Supplies	76,198,928	662	1.0%
Curtains, Draperies, Blinds, Slipcovers Etc	33,896,456	294	0.5%
Drugs, Health Aids and Beauty Aids*	402,478,024	3,494	5.5%
Flooring and Floor Coverings	37,025,076	321	0.5%
Footwear	53,057,424	461	0.7%
Furniture and Sleep Equipment	72,558,976	630	1.0%
Groceries and Other Foods	625,324,471	5,429	8.5%
Hardware, Tools, Plumbing, Electrical	144,002,621	1,250	2.0%
Jewelry	47,087,447	409	0.6%
Kitchenware and Home Furnishings	65,587,199	569	0.9%
Lawn, Garden, and Farm Equipment & Supplies	103,051,998	895	1.4%
Lumber and Building Materials	221,291,746	1,921	3.0%
Major Household Appliances	47,401,674	412	0.6%
Meals and Snacks	435,701,028	3,783	5.9%
Men’s Wear	77,241,816	671	1.0%
Optical Goods	15,489,932	134	0.2%
Packaged Liquor/Wine/Beer	89,326,213	776	1.2%
Paint and Sundries	31,345,357	272	0.4%
Paper and Related Products	31,496,859	273	0.4%
Pets, Pet Foods and Pet Supplies	28,782,745	250	0.4%
Photographic Equipment and Supplies	10,856,826	94	0.1%
RVs, Campers, Camping & Travel Trailers	19,964,122	173	0.3%
Sewing, Knitting and Needlework Goods	7,882,940	68	0.1%
Small Electric Appliances	13,238,072	115	0.2%
Soaps, Detergents and Household Cleaners	35,318,673	307	0.5%
Sporting Goods	64,023,616	556	0.9%
Televisions, Video Recorders, Video Cameras	51,984,801	451	0.7%
Toys, Hobby Goods and Games	45,225,357	393	0.6%
Women’s, Juniors’ and Misses’ Wear	156,343,848	1,357	2.1%
Total Retail Sales Incl Eating and Drinking Places	**4,580,570,168**	**39,770**	**62%**

Source: Claritas 2010, Vierbicher

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Primary Trade Area Future Retail Spending: 2015 Projections

Merchandise Lines	New Spending between 2010 and 2015	City Capture Rate of PTA	New Spending by 2015 w/ Capture
Alcoholic Drinks	3,700,469	57%	2,092,657
All Other Merchandise	19,879,502	27%	5,312,974
Audio Equipment, Musical Instruments	3,138,826	44%	1,365,499
Automotive Fuels	26,503,030	30%	8,074,455
Automotive Lubricants	657,567	29%	191,248
Books	1,975,236	22%	437,442
Cars, Trucks, Other Powered Transportation	37,744,747	20%	7,380,428
Children's Wear	3,277,204	71%	2,327,108
Cigars, Cigarettes, Tobacco, Accessories	7,720,533	28%	2,126,491
Computer Hardware, Software and Supplies	5,184,247	20%	1,061,503
Curtains, Draperies, Blinds, Slipcovers Etc	2,306,169	43%	1,003,154
Drugs, Health Aids and Beauty Aids*	27,382,870	29%	7,938,144
Flooring and Floor Coverings	2,519,027	30%	746,438
Footwear	3,609,798	33%	1,203,916
Furniture and Sleep Equipment	4,936,600	28%	1,391,426
Groceries and Other Foods	42,544,382	35%	14,771,557
Hardware, Tools, Plumbing, Electrical	9,797,318	32%	3,123,348
Jewelry	3,203,627	33%	1,045,439
Kitchenware and Home Furnishings	4,462,270	35%	1,574,861
Lawn, Garden, and Farm Equipment & Supplies	7,011,214	40%	2,798,074
Lumber and Building Materials	15,055,737	37%	5,544,426
Major Household Appliances	3,225,006	42%	1,350,952
Meals and Snacks	29,643,220	32%	9,620,849
Men's Wear	5,255,200	44%	2,296,458
Optical Goods	1,053,868	24%	253,419
Packaged Liquor/Wine/Beer	6,077,371	35%	2,110,833
Paint and Sundries	2,132,603	35%	741,323
Paper and Related Products	2,142,911	43%	929,338
Pets, Pet Foods and Pet Supplies	1,958,254	37%	715,467
Photographic Equipment and Supplies	738,652	28%	204,846
RVs, Campers, Camping & Travel Trailers	1,358,273	12%	166,805
Sewing, Knitting and Needlework Goods	536,321	35%	190,094
Small Electric Appliances	900,661	48%	431,769
Soaps, Detergents and Household Cleaners	2,402,930	46%	1,100,697
Sporting Goods	4,355,891	28%	1,222,694
Televisions, Video Recorders, Video Cameras	3,536,822	39%	1,383,321
Toys, Hobby Goods and Games	3,076,938	50%	1,549,033
Women's, Juniors' and Misses' Wear	10,636,962	47%	4,972,665
Total Retail Sales Incl Eating and Drinking Places	**311,642,252**	**32%**	**100,751,150**

Source: Claritas 2010, Vierbicher

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Primary Trade Area Future Retail Spending: 2020 Projections

Merchandise Lines	Total New Spending between 2015 and 2020	City Capture Rate of PTA	New Spending by 2020 w/ Capture
Alcoholic Drinks	6,975,801	57%	3,944,894
All Other Merchandise	37,475,095	27%	10,015,553
Audio Equipment, Musical Instruments	5,917,039	44%	2,574,119
Automotive Fuels	49,961,189	30%	15,221,256
Automotive Lubricants	1,239,587	29%	360,525
Books	3,723,541	22%	824,627
Cars, Trucks, Other Powered Transportation	71,153,090	20%	13,912,937
Children's Wear	6,177,899	71%	4,386,859
Cigars, Cigarettes, Tobacco, Accessories	14,554,073	28%	4,008,675
Computer Hardware, Software and Supplies	9,772,888	20%	2,001,052
Curtains, Draperies, Blinds, Slipcovers Etc	4,347,387	43%	1,891,059
Drugs, Health Aids and Beauty Aids*	51,619,788	29%	14,964,293
Flooring and Floor Coverings	4,748,648	30%	1,407,119
Footwear	6,804,876	33%	2,269,517
Furniture and Sleep Equipment	9,306,046	28%	2,622,994
Groceries and Other Foods	80,200,941	35%	27,846,045
Hardware, Tools, Plumbing, Electrical	18,469,045	32%	5,887,862
Jewelry	6,039,197	33%	1,970,769
Kitchenware and Home Furnishings	8,411,881	35%	2,968,790
Lawn, Garden, and Farm Equipment & Supplies	13,216,926	40%	5,274,685
Lumber and Building Materials	28,381,756	37%	10,451,866
Major Household Appliances	6,079,498	42%	2,546,697
Meals and Snacks	55,880,801	32%	18,136,382
Men's Wear	9,906,643	44%	4,329,081
Optical Goods	1,986,660	24%	477,723
Packaged Liquor/Wine/Beer	11,456,526	35%	3,979,157
Paint and Sundries	4,020,196	35%	1,397,477
Paper and Related Products	4,039,627	43%	1,751,907
Pets, Pet Foods and Pet Supplies	3,691,529	37%	1,348,736
Photographic Equipment and Supplies	1,392,441	28%	386,157
RVs, Campers, Camping & Travel Trailers	2,560,497	12%	314,447
Sewing, Knitting and Needlework Goods	1,011,026	35%	358,348
Small Electric Appliances	1,697,848	48%	813,933
Soaps, Detergents and Household Cleaners	4,529,794	46%	2,074,937
Sporting Goods	8,211,344	28%	2,304,915
Televisions, Video Recorders, Video Cameras	6,667,307	39%	2,607,715
Toys, Hobby Goods and Games	5,800,375	50%	2,920,101
Women's, Juniors' and Misses' Wear	20,051,868	47%	9,374,032
Total Retail Sales Incl Eating and Drinking Places	**587,480,670**	**32%**	**189,927,241**

Source: Claritas 2010, Vierbicher

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Secondary Trade Area Future Retail Spending: Existing Baseline Data Used for Projections

Merchandise Lines	2009 Demand (Consumer Expenditures)	2009 Expenditures per HH	Expend Percent of Total Household Income
Alcoholic Drinks	81,757,015	449	0.7%
All Other Merchandise	450,495,877	2,472	4.1%
Audio Equipment, Musical Instruments	68,206,133	374	0.6%
Automotive Fuels	600,243,415	3,294	5.5%
Automotive Lubricants	15,031,902	82	0.1%
Books	41,901,004	230	0.4%
Cars, Trucks, Other Powered Transportation	823,730,640	4,520	7.5%
Children's Wear	70,868,753	389	0.6%
Cigars, Cigarettes, Tobacco, Accessories	179,701,388	986	1.6%
Computer Hardware, Software and Supplies	112,875,665	619	1.0%
Curtains, Draperies, Blinds, Slipcovers Etc	51,959,219	285	0.5%
Drugs, Health Aids and Beauty Aids*	648,131,090	3,557	5.9%
Flooring and Floor Coverings	56,614,144	311	0.5%
Footwear	78,580,332	431	0.7%
Furniture and Sleep Equipment	109,533,077	601	1.0%
Groceries and Other Foods	967,821,788	5,311	8.8%
Hardware, Tools, Plumbing, Electrical	222,913,033	1,223	2.0%
Jewelry	70,184,960	385	0.6%
Kitchenware and Home Furnishings	99,876,121	548	0.9%
Lawn, Garden, and Farm Equipment & Supplies	159,219,421	874	1.4%
Lumber and Building Materials	347,549,795	1,907	3.2%
Major Household Appliances	73,127,683	401	0.7%
Meals and Snacks	661,066,999	3,628	6.0%
Men's Wear	114,703,859	629	1.0%
Optical Goods	23,613,468	130	0.2%
Packaged Liquor/Wine/Beer	136,720,117	750	1.2%
Paint and Sundries	48,280,565	265	0.4%
Paper and Related Products	48,523,548	266	0.4%
Pets, Pet Foods and Pet Supplies	46,087,279	253	0.4%
Photographic Equipment and Supplies	15,816,318	87	0.1%
RVs, Campers, Camping & Travel Trailers	30,387,400	167	0.3%
Sewing, Knitting and Needlework Goods	12,077,676	66	0.1%
Small Electric Appliances	20,406,425	112	0.2%
Soaps, Detergents and Household Cleaners	54,435,265	299	0.5%
Sporting Goods	92,535,252	508	0.8%
Televisions, Video Recorders, Video Cameras	77,936,745	428	0.7%
Toys, Hobby Goods and Games	67,395,159	370	0.6%
Women's, Juniors' and Misses' Wear	228,535,781	1,254	2.1%
Total Retail Sales Incl Eating and Drinking Places	**7,008,844,276**	**38,462**	**64%**

Source: Claritas 2010, Vierbicher

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Secondary Trade Area Future Retail Spending: 2015 Projections

Merchandise Lines	New Spending between 2010 and 2015	City Capture Rate of PTA	New Spending by 2015 w/ Capture
Alcoholic Drinks	3,936,056	38%	1,480,804
All Other Merchandise	21,688,375	17%	3,759,561
Audio Equipment, Musical Instruments	3,283,671	29%	966,253
Automotive Fuels	28,897,722	20%	5,713,637
Automotive Lubricants	723,686	19%	135,331
Books	2,017,254	15%	309,542
Cars, Trucks, Other Powered Transportation	39,657,143	13%	5,222,530
Children's Wear	3,411,858	48%	1,646,705
Cigars, Cigarettes, Tobacco, Accessories	8,651,425	17%	1,504,745
Computer Hardware, Software and Supplies	5,434,211	14%	751,139
Curtains, Draperies, Blinds, Slipcovers Etc	2,501,490	28%	709,851
Drugs, Health Aids and Beauty Aids*	31,203,194	18%	5,617,180
Flooring and Floor Coverings	2,725,594	19%	528,193
Footwear	3,783,120	23%	851,914
Furniture and Sleep Equipment	5,273,288	19%	984,599
Groceries and Other Foods	46,594,172	22%	10,452,632
Hardware, Tools, Plumbing, Electrical	10,731,778	21%	2,210,140
Jewelry	3,378,938	22%	739,772
Kitchenware and Home Furnishings	4,808,370	23%	1,114,401
Lawn, Garden, and Farm Equipment & Supplies	7,665,354	26%	1,979,970
Lumber and Building Materials	16,732,207	23%	3,923,340
Major Household Appliances	3,520,611	27%	955,959
Meals and Snacks	31,825,972	21%	6,807,894
Men's Wear	5,522,227	29%	1,625,017
Optical Goods	1,136,831	16%	179,324
Packaged Liquor/Wine/Beer	6,582,163	23%	1,493,665
Paint and Sundries	2,324,388	23%	524,574
Paper and Related Products	2,336,086	28%	657,617
Pets, Pet Foods and Pet Supplies	2,218,795	23%	506,278
Photographic Equipment and Supplies	761,450	19%	144,953
RVs, Campers, Camping & Travel Trailers	1,462,951	8%	118,035
Sewing, Knitting and Needlework Goods	581,460	23%	134,514
Small Electric Appliances	982,433	31%	305,528
Soaps, Detergents and Household Cleaners	2,620,695	30%	778,874
Sporting Goods	4,454,956	19%	865,201
Televisions, Video Recorders, Video Cameras	3,752,135	26%	978,864
Toys, Hobby Goods and Games	3,244,628	34%	1,096,125
Women's, Juniors' and Misses' Wear	11,002,475	32%	3,518,751
Total Retail Sales Incl Eating and Drinking Places	**337,429,162**	**21%**	**71,293,415**

Source: Claritas 2010, Vierbicher

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Secondary Trade Area Future Retail Spending: 2020 Projections

Merchandise Lines	Total New Spending between 2015 and 2020	City Capture Rate of PTA	New Spending by 2020 w/ Capture
Alcoholic Drinks	7,360,473	38%	2,769,121
All Other Merchandise	40,557,533	17%	7,030,426
Audio Equipment, Musical Instruments	6,140,506	29%	1,806,905
Automotive Fuels	54,039,101	20%	10,684,573
Automotive Lubricants	1,353,302	19%	253,071
Books	3,772,291	15%	578,848
Cars, Trucks, Other Powered Transportation	74,159,352	13%	9,766,197
Children's Wear	6,380,218	48%	3,079,359
Cigars, Cigarettes, Tobacco, Accessories	16,178,272	17%	2,813,893
Computer Hardware, Software and Supplies	10,162,043	14%	1,404,640
Curtains, Draperies, Blinds, Slipcovers Etc	4,677,818	28%	1,327,430
Drugs, Health Aids and Beauty Aids*	58,350,363	18%	10,504,198
Flooring and Floor Coverings	5,096,895	19%	987,728
Footwear	7,074,481	23%	1,593,089
Furniture and Sleep Equipment	9,861,114	19%	1,841,213
Groceries and Other Foods	87,131,683	22%	19,546,553
Hardware, Tools, Plumbing, Electrical	20,068,558	21%	4,132,989
Jewelry	6,318,657	22%	1,383,383
Kitchenware and Home Furnishings	8,991,712	23%	2,083,944
Lawn, Garden, and Farm Equipment & Supplies	14,334,309	26%	3,702,569
Lumber and Building Materials	31,289,437	23%	7,336,695
Major Household Appliances	6,583,586	27%	1,787,656
Meals and Snacks	59,514,965	21%	12,730,848
Men's Wear	10,326,633	29%	3,038,802
Optical Goods	2,125,889	16%	335,338
Packaged Liquor/Wine/Beer	12,308,727	23%	2,793,172
Paint and Sundries	4,346,634	23%	980,960
Paper and Related Products	4,368,509	28%	1,229,752
Pets, Pet Foods and Pet Supplies	4,149,175	23%	946,746
Photographic Equipment and Supplies	1,423,922	19%	271,063
RVs, Campers, Camping & Travel Trailers	2,735,736	8%	220,726
Sewing, Knitting and Needlework Goods	1,087,337	23%	251,543
Small Electric Appliances	1,837,163	31%	571,341
Soaps, Detergents and Household Cleaners	4,900,733	30%	1,456,504
Sporting Goods	8,330,823	19%	1,617,937
Televisions, Video Recorders, Video Cameras	7,016,539	26%	1,830,488
Toys, Hobby Goods and Games	6,067,495	34%	2,049,767
Women's, Juniors' and Misses' Wear	20,574,766	32%	6,580,109
Total Retail Sales Incl Eating and Drinking Places	**630,996,746**	**21%**	**133,319,577**

Source: Claritas 2010, Vierbicher

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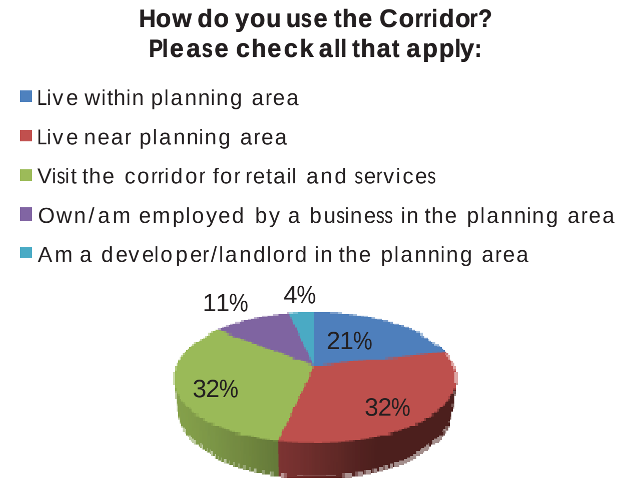
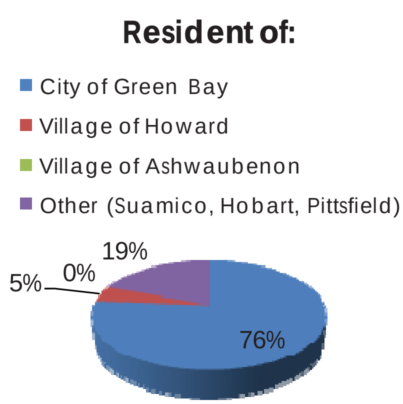
a2 Appendix 2 - Results from Workshop #1

Land Use and Redevelopment Summary Results
Participants in workshop one at the land use and redevelopment station were asked to summarize their use of and history in the corridor as well as write a concluding comment conveying their vision for the Corridor in the future. A summary and list of comments collected as part of this process is illustrated in the tables and list below.





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Concluding vision statements

- Keep it wide enough for traffic flow; don't sacrifice flow and safety for aesthetics.
- Elements: a more homey and inviting atmosphere to mix in with the commercial and retail.
- Amenities needed includes a bus route that goes from Lambeau Field north to Velp and then in reverse all day and an additional route going east/west from NDA to Festival Foods.
- Improve facades and business exteriors
- Integrate Murphy Park into the street. The park gets lost in the shuffle.
- Improve night lighting everywhere
- Take down the Shopko appendage and bring a new look to the Shopko building – new signage, new parking lot lighting.
- Too many rentals/apartments.
- Too many check cashing and tattoo places.
- Family dining, grocery, quality clothing.
- Monorail down Military Avenue.
- Transit point bus connection.
- I like the idea of a trolley system that runs along Military and along Mason to Sam's.
- Area for farmers market.
- Stores that will improve the area instead of favoring the rental and low income needs.
- Clean up the sexual abuser area (Shawano Ave).
- Bakery (bagel), specialty coffee shop.
- Hardware Store
- It is important to create a 'gateway' entrance to Military off Lombardi
- Use of solar stop signs for streets at Leo/Military,7th/Military and Langlade/Military
- Combo retail/office or retail/housing. Probably not on Military itself, but on the edges.
- Few major national to attract people, but still majority smaller specialty shops/restaurants.
- Maybe hotel/conference center either on Mason and Military or Military and Lombardi.
- Introduce civic areas (library, etc), destination spaces/places for residents to use, not just more businesses.
- Motel near St. Mary's for families to stay.
- Educational opportunities; medical/dental signage from area near Military; clear street signs; restaurants; name stores; photo shop; car repair; safe passage for wheeled vehicles for elders and handicapped; timed stop & go that is long enough for a person walking slowly or in a wheelchair to get across the street; library, museum, YMCA, easy access into and out of EVERY store will increase use; keep Military open enough to see safety so we keep it safe.

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The following table summarizes the comments that correspond to the numbered labels on the map on the following page:

Map legend for results from workshop #1.

Label Number	Comments Corresponding with Traffic Concerns
1	Will traffic be worse getting out of M&I to make a left turn with no traffic light at Leo Street?
2	Walgreens is a frequent walking destination. It is a generally positive experience, but crossing W. Mason is difficult.
3	Traffic congestion at 7th and Military Avenue when drivers are not set back far enough from intersection.
4	Need fully protected left turns
5	Add a landmark (statue) on north end visible from a distance to create some identity
6	Need bike routes around Kennedy Elementary for students
7	Villa West Apartments have lots of handicapped residents in motorized chairs; no sidewalks
8	Existing paths needs to be maintained
9	Walking within the Green Bay Plaza parking lot is challenging. Need even sidewalks Pedestrian bridge may be helpful Dangerous to drive through "A nightmare" Parking area not well marked Not enough entrances/exits Walking to CVS across military is ok. Walking to GB Plaza (e.g. Office Depot) is not. Not attractive; needs trees, green space, bench, etc. No place to sit down. Feels like you are walking along a highway.
10	Sidewalks are needed along Mason and Fireman's Park
11	Mason Manor Apartments have lots of handicapped residents in motorized chairs; no sidewalks (2)
12	Festival Foods is a key destination since Cub Foods left
13	A blind alley, congestion, bus stop and strip mall create pedestrian demand
14	Need for better pedestrian connections between Military Avenue and St. Mary's
15	Bay Motel and Restaurant is a very positive and walkable destination (2)
16	Shopko a frequent destination. It is generally a positive experience with good entrances and exits
17	Parks are a positive but they are all off the street; need a large gathering (public) green area that is integrated into the street
18	A lot of handicapped pedestrians in the area (wheelchairs and motorized scooters). Signal timing too short
19	A lot of handicapped pedestrians in the area (wheelchairs and motorized scooters). Signal timing too short
20	A lot of handicapped pedestrians in the area (wheelchairs and motorized scooters). Signal timing too short
21	Ken Euers area is not well connected to neighborhoods Need a recreational trail along or crossing Military Avenue to draw people to the area
22	Many handicapped pedestrians
23	Many handicapped pedestrians
24	Many handicapped pedestrians
25	This pocket park is an untapped resource
26	It is difficult and dangerous to walk across the street from Westgate Mall to Beacon Center
27	Safety and crime is an issue; both real and perceived. Need more policing and/or more people/activity in the evening
28	Should leverage the planned rails-to-trails

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General Comments

- Sidewalks are good as is
- Don't want more buses on Military Avenue as a driver. Good to bring people to Military Avenue, but then what?.
- Add a trolley to Military Avenue that runs loops through the corridor. (4)
- Need outdoor cafes and benches.
- Buses aren't frequent enough
- Sidewalks aren't really the issue, it's the connecting routes
- Take out one section of street and have multi-story parking in rear, seating areas, etc.
- Need traffic calming devices
- Need inviting walking, eating and seating places
- Create trails between parks
- Create street life that can continue past the work day
- Add a landmark, art, or attractions

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Workshop Summary : Transportation Concerns

Legend

May 10, 2010

Green Bay City Boundary

Study Area Boundary

Military Avenue Landmarks

N E S W

0 600 1,200 Feet

Data Source: City of Green Bay and Brown County

vierbicher planners | engineers | advisors

Workshop Summary : High Density Residential Potential

Workshop Summary : Multi-Family Residential Potential

Legend

May 10, 2010

- Areas Identified as Potential Multi-Family Residential Sites
- Green Bay City Boundary
- Study Area Boundary
- Military Avenue Landmarks

0 600 1,200 Feet

Data Source: City of Green Bay and Brown County

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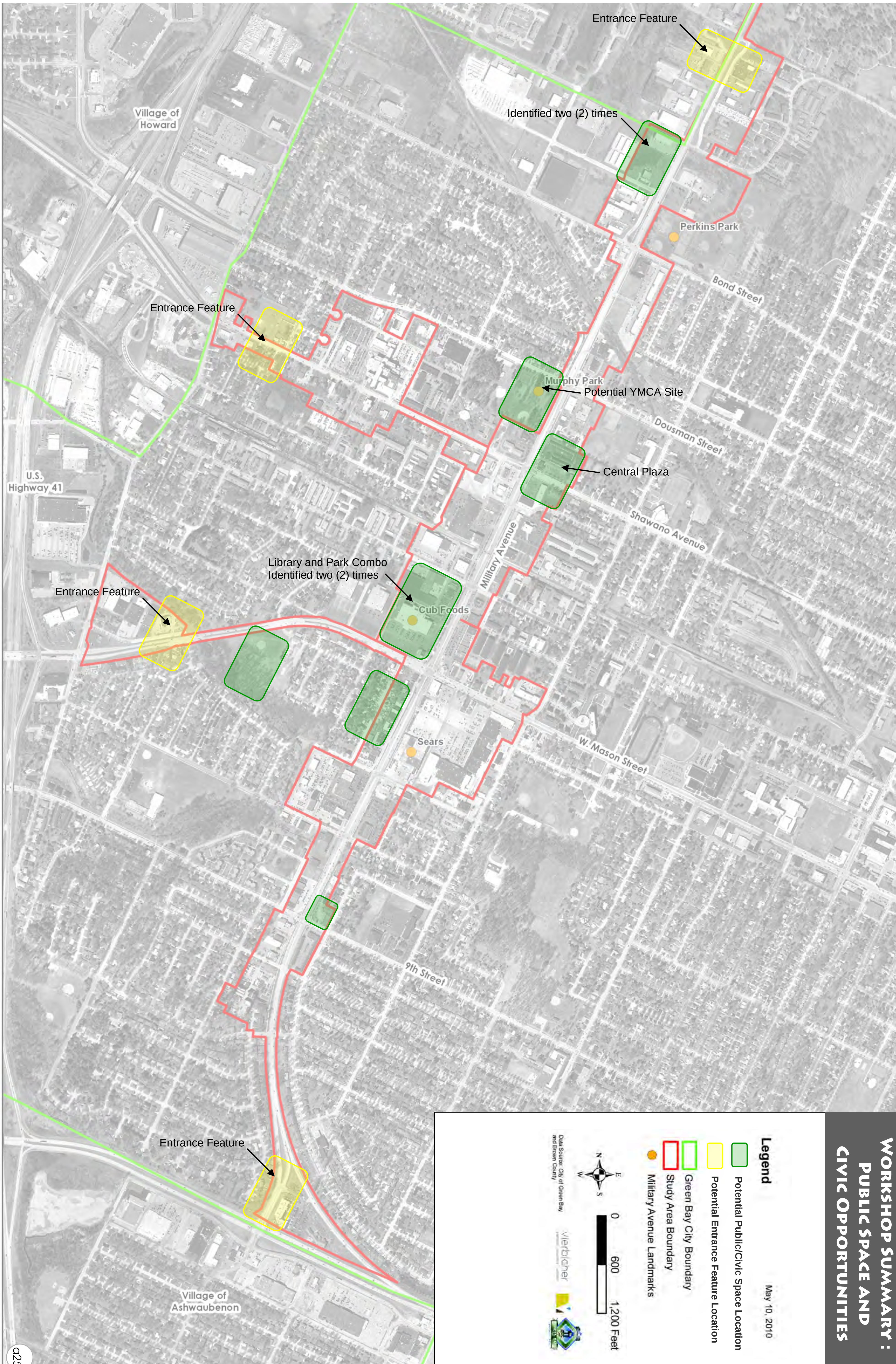
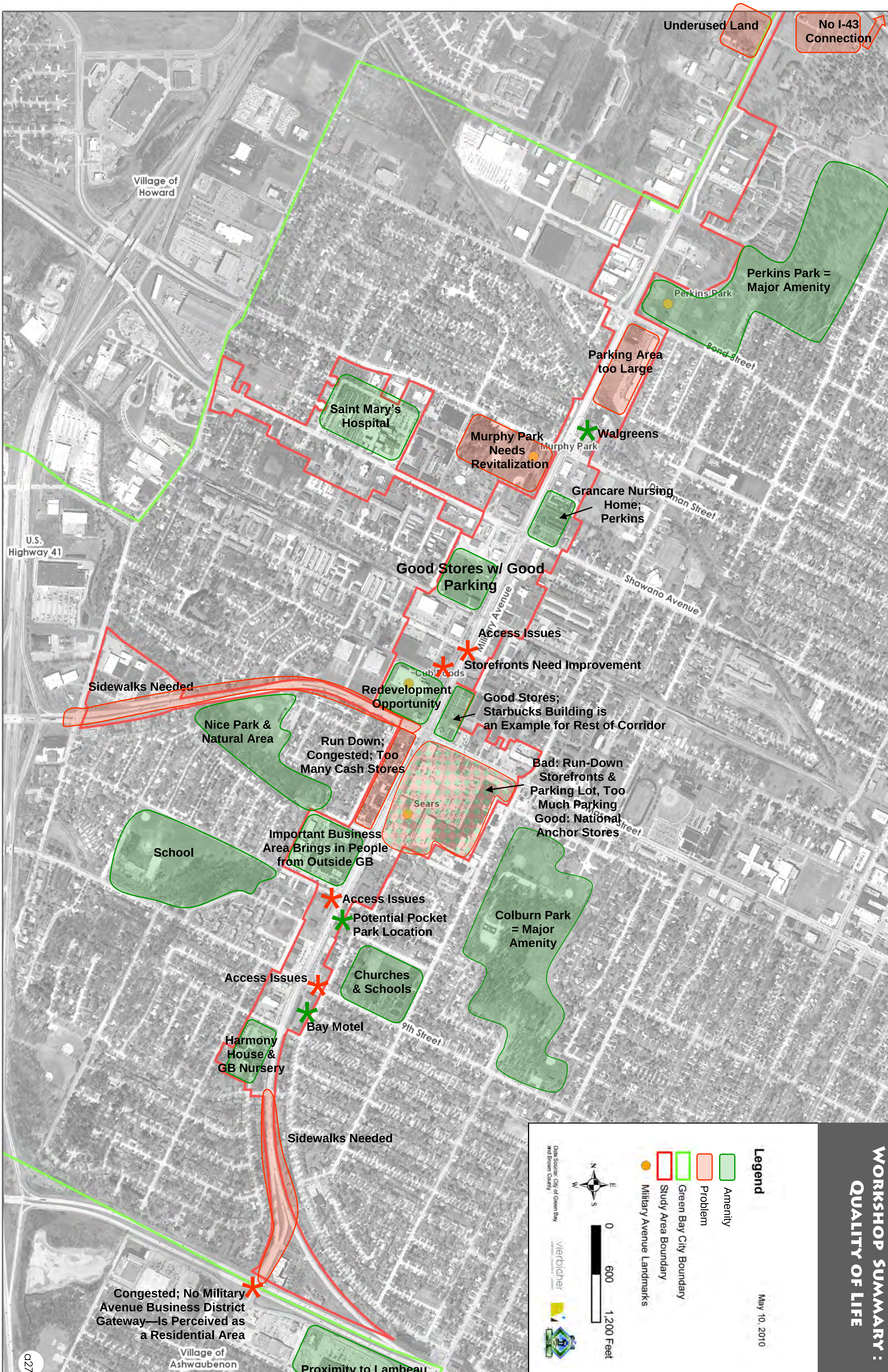

Workshop Summary : Public Space and Civic Opportunities
Legend
May 10, 2010
Potential Public/Civic Space Location
Potential Entrance Feature Location
Green Bay City Boundary
Study Area Boundary
Military Avenue Landmarks
0
600
1,200 Feet
Data Source: City of Green Bay and Brown County
Vierbicher
Entrance Feature
Identified two (2) times
Perkins Park
Bond Street
Entrance Feature
Murphy Park
Potential YMCA Site
Dousman Street
Central Plaza
Shawano Avenue
Military Avenue
Library and Park Combo
Identified two (2) times
Cub Foods
Entrance Feature
Sears
W. Mason Street
9th Street
Entrance Feature
Village of Howard
U.S. Highway 41
Village of Ashwaubenon



Workshop Summary : Quality of Life
Underused Land
No I-43 Connection
Village of Howard
Perkins Park = Major Amenity
Perkins Park
Bond Street
Parking Area too Large
Saint Mary's Hospital
Murphy Park Needs Revitalization
Murphy Park
Walgreens
Grancare Nursing Home; Perkins
Dousman Street
U.S. Highway 41
Good Stores w/ Good Parking
Shawano Avenue
Military Avenue
Access Issues
Storefronts Need Improvement
Cubs Foods
Sidewalks Needed
Redevelopment Opportunity
Good Stores; Starbucks Building is an Example for Rest of Corridor
Nice Park & Natural Area
Run Down; Congested; Too Many Cash Stores
Bad: Run-Down Storefronts & Parking Lot, Too Much Parking
Good: National Anchor Stores
Sears
School
Important Business Area Brings in People from Outside GB
Access Issues
Potential Pocket Park Location
Colburn Park = Major Amenity
Churches & Schools
Access Issues
Bay Motel
9th Street
Harmony House & GB Nursery
Sidewalks Needed
Congested; No Military Avenue Business District Gateway—Is Perceived as a Residential Area
Village of Ashwaubenon
Proximity to Lambeau
County Highway VK
Legend
Amenity
Problem
Green Bay City Boundary
Study Area Boundary
Military Avenue Landmarks
May 10, 2010
0
600
1,200 Feet
Data Source: City of Green Bay and Brown County
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a3 Appendix 3 - Business Survey Results

The Military Avenue Market Study and Corridor Revitalization Plan Business Survey was created to gather insight from the Military Avenue Corridor business community. The survey covered a wide range of topics all of which pertain to the Corridor's business environment and potential market opportunities. The survey was mailed directly to 198 businesses within the Corridor and was also distributed via email. The conclusions drawn from this survey can be found in the Market Conditions Chapter.

Profile of Respondents

Out of the 198 distributed surveys 60 were returned for a completion rate of 30 percent. The distribution of respondent business type was diverse, including a sampling of almost every establishment type on the Corridor (Figure 1). The proportions of each business type were also reflective of the actual Military Avenue business mix. In addition, most of the respondents (60%) were business owners (Figure 2).

Figure 1: Respondent Business Type

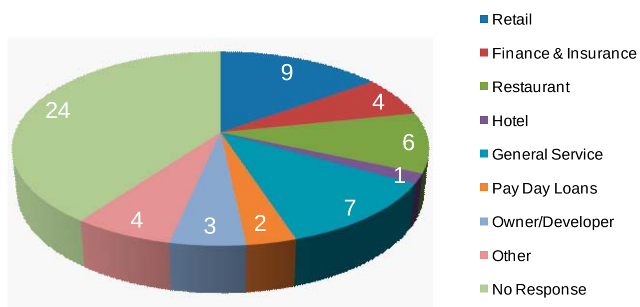
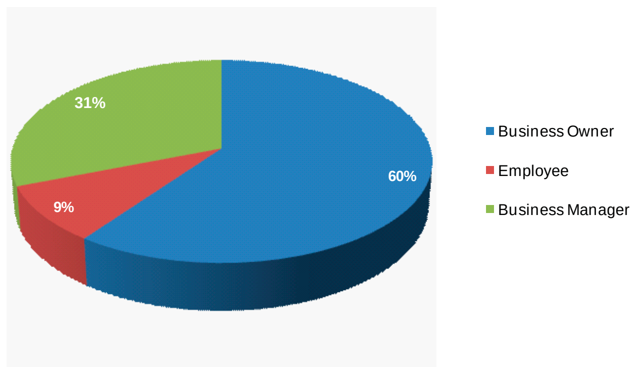


Figure 2: Which of the following describes your role?



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Completing the profile of respondents, the majority (75%) have more than 10 years of experience on the corridor, and 38% had more than 20. In addition, the distribution of respondents was split evenly between property owners and lessees, and three-quarters of the respondents have businesses with Military Avenue frontage. Overall, although the sample is small, it does appear to reflect a representative cross section of business activity in the Military Avenue Corridor, which will allow sound conclusions to be drawn.

Figure 3: How long have you been in business on Military Avenue?

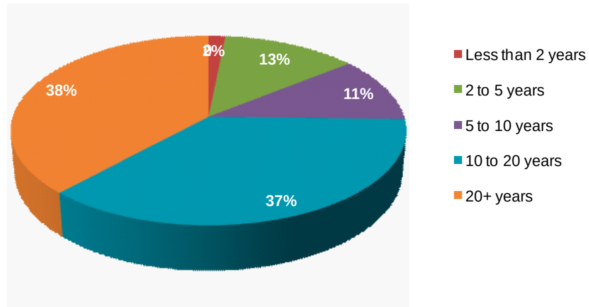


Figure 4: Which of the following describes your occupancy status?

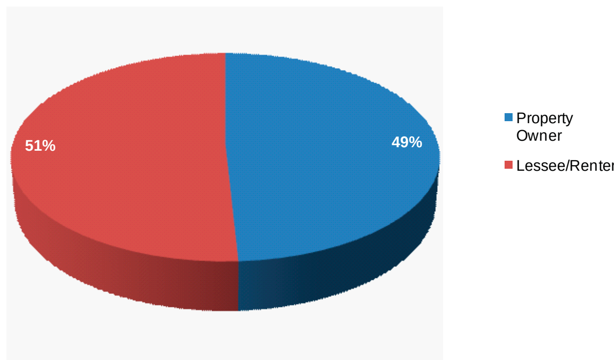
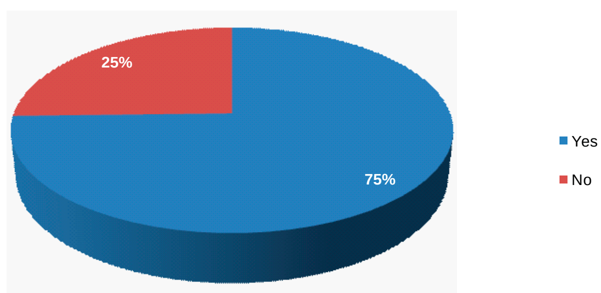


Figure 5: Does your business have frontage on Military Avenue?



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Future Business Activity

An important goal of the survey was to determine how the business community in the Military Avenue Corridor viewed their future in that area. To get at those issues the survey asked a series of questions on planned investment and expansion/relocation plans. The results of these questions are important because the willingness for businesses to invest money in their building and/or properties signals a commitment to the Corridor and the potential to leverage a stable business environment.

When asked about future investment, about one-quarter of respondents reported that they are considering either site/property improvements or building improvements within the next two years (Figure 6 and 7). Although the positive response was not high, only about 40 percent of respondents said they were not considering improvements (the others answering "Not Sure"). This may mean that with a demonstrated public commitment to the Corridor, beginning with the street reconstruction, there could be a substantial number of businesses willing to consider investing in their facilities in the near future. That critical mass of private investment will be important to implementing revitalization strategies.

When asked directly if there are plans to expand or reduce operations within the next two years the response was fairly mixed. As shown in Figure 8, 64 percent of respondents said they have no plans. 14 percent said they plan on expanding at their present Military Avenue Corridor location, and 22 percent said they were planning on expanding elsewhere or moving off of the Corridor. When pressed for more information on why they would be interested in moving or expanding off of the Corridor, the responses revealed that most of the reasons were not something that could be controlled or were not caused by the Corridor environment (e.g. retirement, litigation, franchise closing, etc.). The reasons that did directly relate to the Corridor's business environment focused on lack of critical customer mass and deteriorating neighborhood safety. Despite the responses indicating their wishes to leave, it does not appear that the Corridor is in danger of losing large numbers of businesses.

Figure 6: Are you, or the building owner, considering any building improvement projects within the next two years?

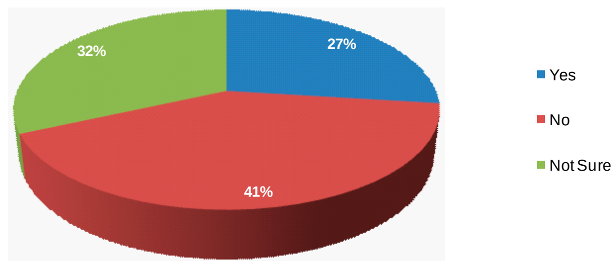


Figure 7: Are you, or the building owner, considering any site/property improvements within the next two years?

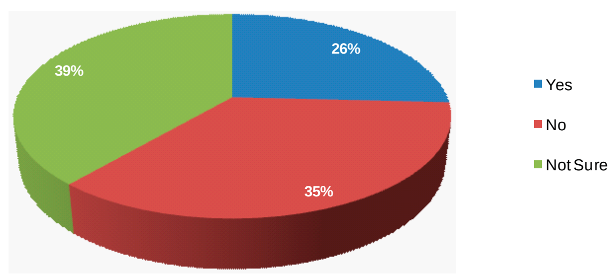
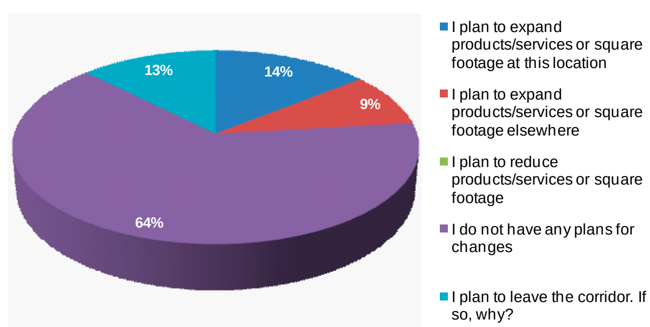


Figure 8: Do you plan to expand or reduce operations for your business in the next two years?



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Business Size and Lease Rates

The few questions dealing with building size and lease rates were included in the survey to provide information that will be critical to understanding the feasibility of future market opportunities.

The survey found that the median building size was approximately 2,500 square feet and the median property size 22,000 square feet (just below one-half acre). This is consistent with the strip, locally owned nature of Corridor businesses.

Lease rates were concentrated between $8.00 and $10.00 per square foot annually, with the average around $9.00. About half of the respondents had triple net leases and the other half had a different form of leasing agreement. The triple net average lease rate was slightly higher at just below $10.00. If triple net leases were removed, the average lease rate fell to $8.50 per square foot annually.

Customers and Competition

To understand the business environment and help inform the interpretation of market analysis data, the survey respondents were asked a series of questions about their customer base, local competition and complimentary businesses.

The first question relating to businesses' customer profile asked what days of the week, and at what times the business is most busy (Figure 9). This information helps determine the type of customer base frequenting Military Avenue establishments. For example, if weekdays after 5:00pm are the most common response, one conclusion may be that the Corridor is catering to commuters. In this instance, by far the most common responses were for weekdays between open and 4:00pm. The abundance of daytime shoppers illustrates that this Corridor is serving people who are out on shopping specific trips.

The survey also asked respondents to identify their top two most important customer bases by location of origin. The top ranked markets were clearly the Green Bay Metro Area and the Surrounding Neighborhoods. Although those two choices remained near the top, when asked to identify the second most important customer origin, customers from outside the Green Bay Metro Area received 33 percent of responses. This means that destination shoppers are almost as important to Corridor businesses as are locals.

A third aspect related to customers and business environment is the understanding of area competition. The survey asked respondents to identify the location of their primary competition. The results were somewhat surprising. As shown in Figure 12, the vast majority of respondents identified Oneida St./Bay Park Mall as their prime competition. That was not surprising. However, the second place response, albeit distant, was Appleton. This shows that customers, likely from the larger surrounding trade areas, are not opposed to traveling the extra 20 – 30 minutes to Appleton if they view the area as offering superior choice.

Business Challenges

The survey asked business owners and mangers to respond to a list of potential business challenges by identifying which were a 'Major Concern, 'Minor Concern,' or are 'Not an Issue.' Most potential challenges were listed as non-issues. However, three, local competition, non-local competition and lack of complimentary business and anchors, did garner relatively high responses as minor issues or major issues. Of those three, lack of complimentary businesses and anchors was the only one to receive a large amount of responses identifying it as a major issues. Fortunately, the survey explored the topic of complimentary businesses in more detail.

Complimentary Businesses

Survey respondents were asked to identify businesses and land uses that, if they were to come to the Corridor, would provide a benefit to their existing establishment. The three store types that garnered the most responses as good complimentary businesses were restaurants, grocery stores and department/big box stores. These responses are unsurprising because those three store types all generate significant customer traffic. The inclusion of those stores, as opposed to niche segments, points to the need to generally draw more people to the area, not necessarily increase a specific customer market.

When extended beyond specific businesses to complimentary land use types, entertainment/cultural/public use and hospitality were the primary responses. Like the specific businesses, those things all serve to increase potential customer traffic.

Opinions on Revitalization

The final component of the survey sought to gather respondents general opinions on revitalization challenges and opportunities. All of the short answer questions were aggregated into Figures 16 and 17.

When asked about challenges the two most popular responses were aesthetics and lack of

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identity/customer draw. In fact, these opinions are echoed throughout the survey. For example, identifying the lack of anchors as a key business challenge is related to having a lack of customer draw.

When asked about opportunities, many of the responses were corollaries to the challenges, further reinforcing their importance in the minds of respondents. The most popular including create an identity, leverage location and bring in new customers. The reconstructed street was also common, but it is already underway and therefore outside the purview of this analysis. All of these factors were considered when analyzing market data.

Figure 10: Customer Origin - Top Ranked

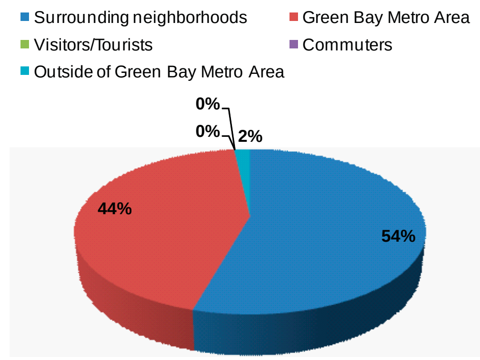

Figure 11: Customer Origin - Second Ranked

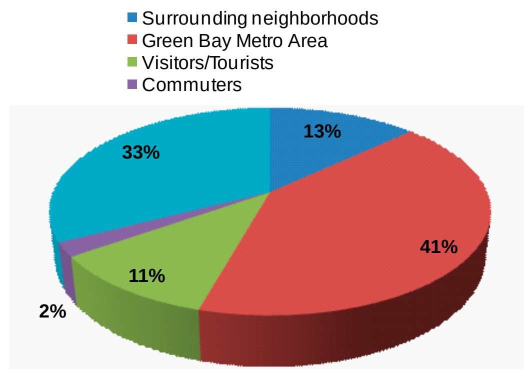

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Figure 12: Location of Competing Nodes

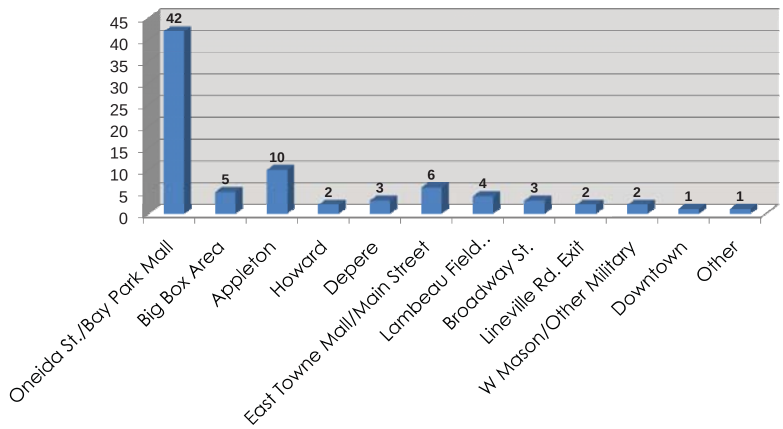


Figure 13: To what degree is your business facing the following challenges?

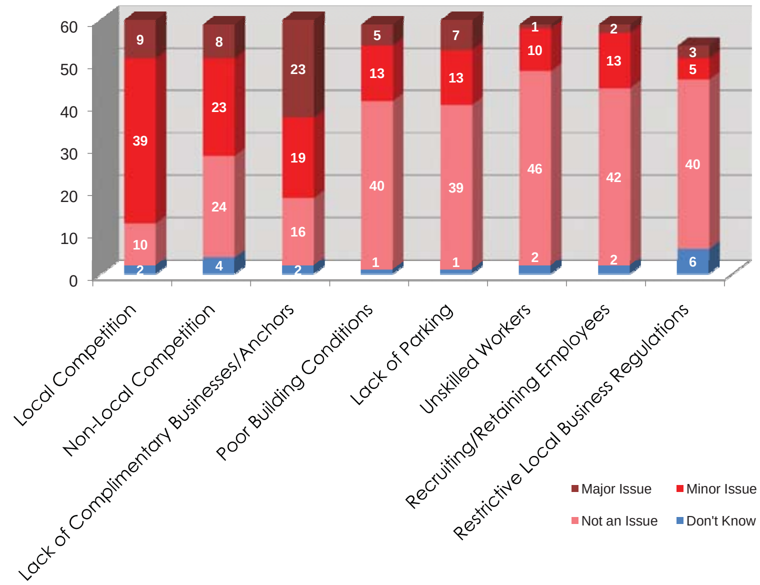


Figure 14: Name up to two businesses not currently in the Military Avenue Corridor that could provide a benefit to your business if they were added to the area.

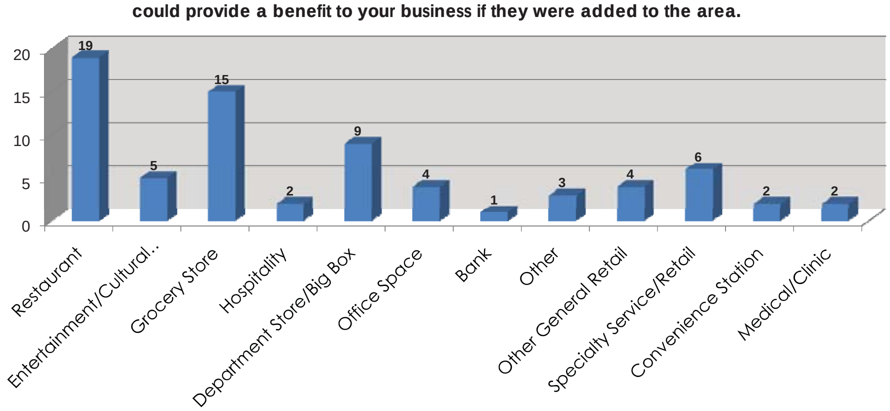


Figure 15: Name up to two other land uses not currently in the Military Avenue Corridor that could provide a benefit to your business

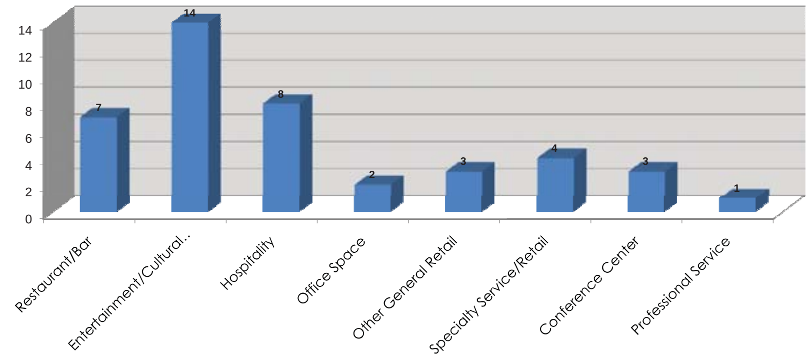


Figure 16: From your perspective, what are the two biggest challenges facing the Military Avenue Corridor as a whole?

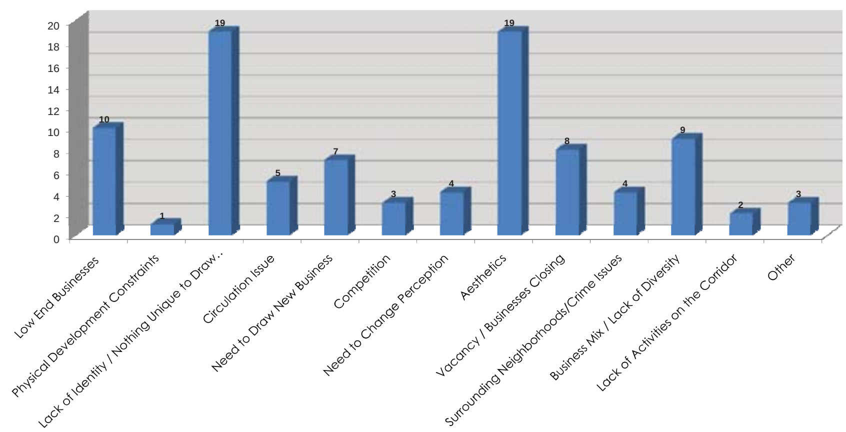
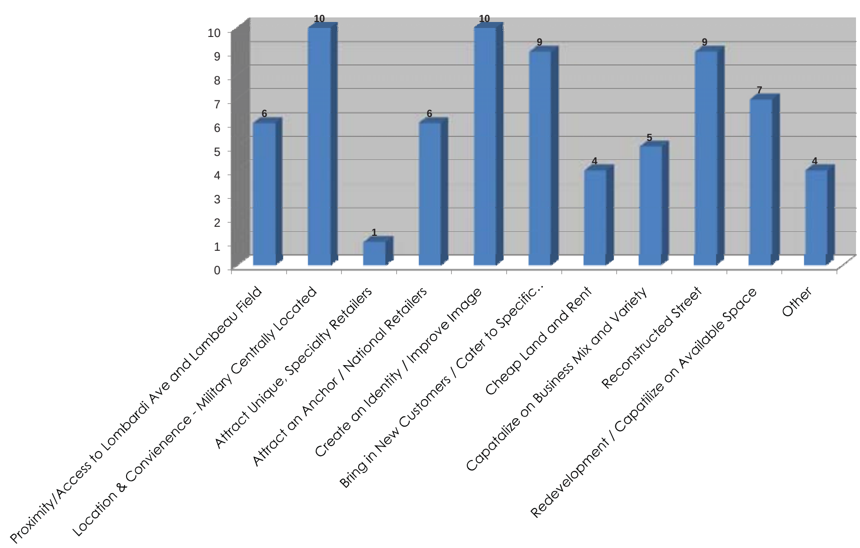


Figure 17: From your perspective, what are the two most significant opportunities within the Military Avenue Corridor as a whole?



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a4 Appendix 4 - Stakeholder Interview Summary

In order to gather first hand information from the local business community, and explore topics in greater depth than is afforded by a survey, ten (10) stakeholder interviews were conducted with local businesses and developers. What follows is a summary of responses by topic group. The responses are taken directly from conversation with the stakeholders.

How has the corridor changed since you have been located there?

- Crime is higher, gangs, etc
- Oneida Street has grown significantly. That is where the competition is located.
- Used to be high end through the 80s (e.g. there was a Mercedes Benz dealer located on the Corridor). At that time it had the classic feel of 50s and 60s era.

Would you choose to locate on Military Avenue again if you had a choice?

- After the road reconstruction yes. Although the City of Green Bay doesn't seem to be too business friendly, so maybe I wouldn't locate in Green Bay at all.
- No, even though the competition is huge on Oneida/Holmgren area I would still choose Oneida/Holmgren because of customer traffic.
- No, would locate in the center of new development and stay until the area fully developed.
- Yes

What is your primary customer market/trade area?

- Very local; about 1 mile ring around business
- A lot of Mason traffic. These people would likely be traveling as far as downtown, if you were going any farther you would take a different route.
- Local neighborhood really supports inside sales which are far more important than gas. Since reconstruction started lost 45% in gas sales but only 20% in inside sales
- 50-75 miles.
- A lot from Brown County, Door County and the Valley
- Typical hair salon activities draws customer from within about 5 mile radius
- Niche service draws people from 2 to 3 hours away.
- A lot of local customers, including people who walk to their business (assisted living center near buy provides a lot of customers)
- Extends west out to Pulaski, up to Suamaco
- Almost all homeowners, 34-54 years old, female (40 – 50 biggest segment)
- ZIP 54304 most customers about $35 per visit
- ZIP 54115 most money per visit $70

What challenges does the Corridor have to overcome?

- Crime is becoming a problem. Enough fear that it is impacting business owners desire to keep or start business on the corridor. There is a fear that it won't/can't be reversed. (2)
- Western Avenue is very dilapidated. Becoming an issue
- Property values have been declining, and not just because of the economy

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- Can't tell Military is off of Lombardi. Need some way to draw customers in. (4)
- No restaurants or nationals even have an interest in Military
- Access streets limit potential. In those areas the lots are too small to fit anything in.
- Needs an identity; currently mish mash of "neighborhoods."
- Because there is nowhere to eat on the corridor all the lunch-time linked trips occur on Oneida.
- People in the City see the area as old; head to Oneida Street instead. Need to change people's mind about the corridor.
- Need businesses that draw customers in.
- Tired and Old
- Too many cash/loan stores
- Mixed Corridor – too much of a hodgepodge. Needs businesses that compliment each other.

What opportunities do you think exist along the Corridor?

- A large service station like Kwik Trip
- Restaurant/Sports Bar
- Need more than one business to get the ball rolling. Piece meal, here and there won't work
- Maybe another grocery store.
- Why not more professional offices, maybe retail isn't the best option. Med office, chiropractors, dentist, etc.
- Convenience store (Kwik Trip type)
- Specialty food store, meat, deli, etc.
- Green things (trees, flowers, etc.)
- Restaurants
- Create an Identity (2)
- Need higher end business, but how do you do that in an area that isn't attractive or pretty?
- Fill vacant property
- Green Bay has no "fun area" where young adults/professionals will want to spend evening
- People often drop-off at my business and then often have an hour or so to kill. They currently drive over to Wal-Mart and Ashwaubenon
- Help other businesses get a facelift
- Nicer looking, attractive buildings
- Need motivated land owners and more national franchises
- Fix up Green Bay Plaza parking lot
- Better green space on sides of street
- New street will greatly enhance looks and visibility
- Big box store to draw to Mason and Military
- More Trees needed
- Shawano will become a larger gateway in the future
- Will the hospital grow? If it does it may be able to support additional office space
- Need greater densities and new customers (like residential or employment)
- Capitalize on the proposed rails-to-trails connection to downtown
- Higher rents may be a good thing. Need to encourage investment in properties
- Good restaurants – more nationals

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- Kid based stores and activities – Oneida has little gym
- Timeliness of this is important. Starting somewhat in 2011, but really in 2012, Military will be rerouted as a major N/S corridor during the 141 construction. DOT estimates 3,500 more cars a day for 4 years. Get things rolling so they can be captured as new customers.

Redevelopment Specific Opportunities (locations)

- The block south of Mason on the West side of Military with the Military access road. It is a mish-mash of commercial and homes with different owners. (2)
- Corner of Military and Mason (or somewhere else) could be turned into an entertainment area with bar/restaurant etc. But, if, for example, an Applebee's came to the corridor who would support it? There needs to be more people on the corridor. An office building? Pull more people from Lambeau? Redevelop cubs as major traffic generator, e.g. Lowes?
- CUB foods building (2)
- Bay Motel

What does redevelopment look like to you?

- A block or two needs to go to make room for new businesses and "new look." Just filling in some of the vacant properties isn't going to cut it. Some businesses are going to need to step aside (be bought out). Going to have to do this one block at a time

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a5 Appendix 5 - Neighborhood Interview Results

Relative to being located near Military Avenue, what do you think are some of the strengths and weaknesses of the neighborhood?

Strengths

•Convenience of being close to businesses like retail/shopping, restaurants, and gas. (*)

•Quiet neighborhood. Limited ways in and out of the neighborhood deters speeding, crime, makes for close knit sense of community. (*)

•Convenience of being close to Highway 41, Highway 29, parks, and good schools.

•Big Lots store coming into Green Bay Plaza is a positive.

•Many people walking and biking in the neighborhood – it's family friendly.

•Good businesses in the Perkins Plaza strip mall.

•Good area for elderly – convenience, smaller stores, walkability.

Weaknesses

•Don't like the cash/loan stores, used auto sales, or tattoo places. (*)

•Do miss the grocery store.

•Miss the Atlanta Bread Company restaurant.

•Too many residential properties have gone to rental – owner occupied would be better.

•Drugs and drinking are taking place in the park.

•Limited ways in and out of the neighborhood is also a weakness for access/circulation.

•Some neighborhood areas are not walkable – lack sidewalks.

•Businesses look outdated.

What opportunities do you see for the future of Military Avenue?

•Eliminate the cash stores – replace with more diverse and viable businesses. (*)

•Bring in more restaurants, a bigger chain, those that bring people in the evening. (*)

•Bring in specialty retail, upscale, like Door County or Broadway district (*)

•Attract a grocery store (*), budget theater, Ikea, farmers market.

•Create a theme/identity, but not a "military/armed forces" theme. Establish an identity around families on bicycles, atmosphere of "family friendliness," and pedestrian friendliness – walkability. (*)

•Get something more than just typical strip malls – use better building design.

•Area along the frontage road south of Mason Street would be a good place for redevelopment.

•Provide a contrast to the Bay Park Square Mall/Oneida Street which requires too much walking through uncomfortable spaces, not pedestrian friendly. Elderly from neighborhoods don't go there for those reasons.

•Fill the vacant stores and other spaces with new businesses – examples: Atlanta Bread Co. space, Henri's Music space.

•Can make areas along Military like a vacation destination – park in one place and walk to several shops then a restaurant or ice cream shop.

•The Water Utility property as a public space, add some public art here like a sculpture.

•The future rail trail.

•More bicycle parking around businesses and neighborhoods.

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Are there any obstacles that you feel need to be overcome in order for the planning process to be successful?

•Overall aesthetics of the corridor need to be vastly improved – more green space. (*)

•Design guidelines might be tough to accept for existing businesses. Will they be willing to make upgrades? (*)

•Local Aldermen and the City Council as a whole need to be involved, come on board with the plan. (*)

•There should be outreach to the rest of the metro area – to other businesses that might want to come into the revitalized corridor.

•The reconstruction itself may create conflict, but community looks forward to a much improved environment.

•Process is off to a very good start – everyone is involved.

•It's important that neighborhood perspectives are included – businesses are important, but profit driven – that motivation shouldn't be the only deciding factor.

•Neighborhood Associations do not have the resources to maintain streetscaping – there should be other sources of funding for this.

At the points where the residential neighborhood and the Military Avenue business corridor come together, are there specific improvements that you feel are necessary?

•Building exteriors need to be made more inviting and attractive – dressed up, but not in a gaudy way (example: don't need neon). Upkeep of the backs of businesses are of particular concern – can we create maintenance standards? (*)

•Would like to see more human scaled buildings near the neighborhoods: brick exteriors, awnings, windows, small setbacks, outdoor seating areas, etc. (*)

•Areas behind businesses become places for loitering and conflict (fireworks, noise, etc.).

•Spillover of crime into the neighborhood is otherwise minimal – neighborhood is safe. (*)

•More bicycle parking is needed, especially around Green Bay Plaza.

•Some complaints about noise at certain businesses adjacent to residential – especially due to deliveries/trucks/loading.

•The vacant buildings need to be filled.

•Regarding cash stores, there is a perception in the neighborhoods that their clientele bring other problems as well.

•Crossing Military as a pedestrian is difficult – also difficult to cross certain parking areas.

•The sidewalk on Mason Street stops before it can even get the whole neighborhood to Military Avenue.

Are there specific things that you would like to see addressed through this plan and process?

•Corridor needs to be more aesthetically pleasing. Relative to streetscape: flowers and plants in boulevard, banners on light poles trees in terraces, enhanced crosswalks and sidewalks. Relative to businesses: more uniform looking, spruce up the exteriors, break up underutilized parking areas. (*)

•Lighting for sidewalks is needed – something human scaled for areas where people walk. (*)

•Pedestrian friendliness needs to be significantly improved. (*) Can there be a pedestrian bridge over Lombardi at some point?

•Fix the rest of the street all the way down to Lombardi.

•Bring in positive businesses that will stay long term.

•Do not want to become like Oneida Street – which is not walkable or inviting.

•Can the railroad crossing be dressed up?

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Do you feel that crime has increased in the area?

•Crime is present in the area, but not in a way that affects the safety of the neighborhood or the people that patronize businesses in the corridor. The neighborhoods are very safe. (*)

•Increased crime is more a perception than a reality. Crime has not increased. (*)

•Some hold a perception that crime has not increased in the Military Avenue business corridor, but it has increased in the neighborhood itself (in particular, drinking and drugs in the park).

•Ordinance violations are more prevalent (like long grass) and these issues seem to follow the duplexes and other rental areas – landlord problems.

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* These responses were given by multiple interviewees.

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a6 Appendix 6 - Results From Public Meeting #4

The fourth of five public meetings in the Military Avenue corridor revitalization planning effort was held on October 13, 2010. Approximately 30 community members attended the meeting including both residents and business owners.

The format of the workshop included an interactive presentation by the Consultant. The presentation explained the draft design guidelines and then asked the participants to rate the importance of each major design element. The meeting then moved to an open house that provided opportunities to gather public feedback on three additional topics:

1. Investment Allocation (Military Avenue Bucks Exercise)
2. Gateway Feature Mapping
3. Updated Draft Plan Elements

Public feedback from the exercises and surveys at each of the three stations is summarized in Table a6.1.

Participants had the opportunity to experience the allocation of limited financial resources for launching the redevelopment of Military Avenue. Each participant was given $100 in Military Avenue Bucks, which was intended to represent $1,000,000 of various types of funding. These sources might include TIF funds, BID funds, grants, and loans. Funds could be distributed to one or more of the following projects for set dollar amounts.

Redevelopment Project ($50)

Marketing Program ($30)

New Business Recruitment ($30)

Street Furniture ($10)

Gateway Feature ($10)

Façade/Signage/Landscaping (private) ($5)

Street Trees ($5)

Of the roughly 30 meeting attendees, 17 elected to participate in this activity. The results showed that every potential activity received some funding, and the following observations and conclusions can be drawn.

Gateway Features received at least some funding from every participant.

The largest total amounts of funding were dedicated to New Business Recruitment and Redevelopment Sites respectively.

The most "units" of an implementation tool were purchased for Street Trees and Façade/Signage/Landscaping Improvements.

The smallest total amounts of funding were dedicated to Façade/Signage/Landscaping Improvements and Street Furniture respectively.

Table a.6.1 details the results of the activity.

Results show that the average person completing this activity, given a $1 million budget would have accomplished the following:

- Street trees would be planted for just over 2 blocks.
- Façade/signage/landscaping loans at a 50% match would be provided to 4 property owners.
- Street furniture would be provided for less than 1 block.
- Gateway features would be provided for 1 to 2 intersections.
- New businesses would be recruited occupying 89,000 square feet of commercial space.
- A very small scale marketing program would be provided.
- A 1.65 acre redevelopment site would be prepared. (Note that Cub Foods site is 7.8 acres.)

Gateway Features Mapping

Gateway features were defined as major (i.e., archway, large sign or monument) and minor (i.e., small sign or monument, landscaping). Participants had the opportunity to identify preferred locations for gateway features by marking the map with two major features and four minor features.

The results suggest that the average participant, if limited to two major gateways and 4 minor gateways would make the following choices.

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Table a.6.1	Redevelopment Implementation Tools - Participant Spending						
Participant	Street Trees $5	Façade/ Signage/ Landscaping Loan Program $5	Street Furniture $10	Gateway Features $10	New Business Recruitment $30	Marketing Program $30	Redevelopment Sites $50
1	5			30	65		
2	35	10		5	50		
3		5	25	10	60		
4		5	10	10	35	20	20
5	10			10		30	50
6	10	10	10	10	30	30	
7	10	5	5	15	35	30	
8	10	10	10	10			60
9	15	25	10	20			30
10	30	20	20	30			
11	5	25	10	10			50
12	10	10	20	10	30		20
13	5	15		20	30	30	
14	10			30	30	30	
15	10	20		10	60		
16	5	5		10		30	50
17	5	5	10	20	30	30	
Total Spent	**175**	**170**	**130**	**260**	**455**	**230**	**280**
Total Units Purchased	**35**	**34**	**13**	**26**	**15**	**8**	**6**
Average Units Purchased	**2**	**2**	**0.7**	**1.5**	**0.9**	**0.5**	**0.3**

Major gateway features at

1. Lombardi Avenue
2. Mason and Taylor Streets

Minor gateway features at

1. Mason Street
2. Shawano Avenue
3. The vicinity of Ninth/Seventh/Langlade
4. Either Velp Avenue or Shawano Avenue and Taylor Street

Design Guidelines Ranking

Participants were invited to complete a questionnaire about the relative importance of potential areas of design guidelines and standards. For each element of site and building design, examples of their practical application were provided, their purposes and potential benefits were explained, and the Steering Committee's recommendation was given where applicable. The questionnaires completed by participants are summarized in Table a.6.2.

Every design element received a majority of rankings in either "Important" or "Very Important," indicating that the recommendations of the Steering Committee are generally heading in the right direction. Design guidelines in the areas of lighting and signage garnered the most "Very Important" ratings. Relative to the corridor sub-districts, the Regional Retail and In-Fill Residential areas received the most "Very Important" ratings. People were the most "Neutral" about the Neighborhood Mixed-Use sub-area,

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Table a.6.2	Number of Responses				
	Not at all Important	Only Somewhat Important	Neutral	Important	Very Important
Q#1 Block Face Design	0	2	3	13	8
Q#2 Setbacks	4	1	2	10	9
Q#3 Terrace Trees	0	1	2	12	10
Q#4 Site Design	0	1	4	12	8
Q#5 Building Orientation	0	2	3	11	9
Q#6 Lighting	0	1	3	7	14
Q#7 Signage	2	3	3	9	10
Q#8 Façade & Amenities	0	4	3	12	8
Q#9 Windows & Doors	0	2	1	14	9
Q#10 Lombardi Gateway	1	2	3	9	9
Q#11 Hospital District	0	1	4	11	8
Q#12 Regional Retail	0	1	3	8	12
Q#13 Pad Development Sites	0	0	5	12	7
Q#14 Neighborhood Mixed Use	1	2	7	8	6
Q#15 In-Fill Residential	1	2	4	7	11

and rankings of design guidelines related to setbacks, signage, and facades/amenities had the greatest variability in responses.

General Comments / Discussion

The items numbered below are general comments provided by attendees either in written format, or via discussion with Committee or staff members.

1. Terrace trees guidelines very important – Mixture of tree species for interest and disease prevention.

2. Remember snow removal in winter, especially if low level lighting is used.

3. We need to be mindful of keeping current businesses able to exist.

4. Neutral on In-fill Residential area guidelines: No more apartment buildings – enough in whole area. Condos maybe. Private entrance for each tenant, etc. Two to four per building only.

5. Lighthouse gateway feature on South going North because it leads to our Bay of Green Bay – that should also be developed – Military and Velp.

6. More trees – mixture of species.

7. Keep west side of Military between Lombardi and Biemeret as housing only.

8. Keep corner of Military (Careful Ct area) with no access from Arnold or Kennedy Drive – do not need to encourage traffic or neighborhood vandalism.

9. Regional Retail area guidelines very important – Regional retail is realistic; "destination" retail is not realistic for Military and will always look to Oneida/Bay Park first.

10. What about the roots of terrace trees? Will they push up sidewalks as they mature? What kind of trees?

11. Neutral on Building Orientation guidelines: Think more globally – the Military Ave District encompasses the cross streets too.

12. Neutral on Lighting: Very little pedestrian traffic – focus on vehicles more.

13. Site design guidelines important, but concerned about snow removal problems.

14. Façade and amenities guidelines: Only somewhat important because of the cost factor.

15. In fill residential very important with conditions to accommodate the disabled.

16. Regarding Lombardi Gateway area: Please include grocery store.

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a7 Appendix 7 - Design Guidelines Gap Analysis

The following section compares each design guideline set forth in Chapter Six with existing zoning regulations for the City of Green Bay. The comparison seeks to determine

- If development under the new guideline would be compliant with existing zoning regulations, and
- If existing regulations provide for sufficient oversight of design guideline standards.

For purposes of comparison, the relevant existing zoning is specified along with the presence or absence of gap in regulation, and lastly, identification of alternate approaches to rezoning that could help address existing zoning deficiencies and gaps.

Block Face Design

1) Promote a uniform, predictable street enclosure. (**Strong Guideline**)

- Existing Regulations: No existing zoning regulations directly address block face design.
- Does a Gap Exist? Yes
- Alternative Approaches: This will be achieved through street tree placement and enacting a maximum setback distance. See items 2, 6, and 7.

2) Promote consistent street tree species selection and placement. (**Required Standard**)

- Existing Regulations: Other than the TND District, no existing zoning regulations address street tree placement.
- Does a Gap Exist? Yes
- Alternative Approaches: Within overlay districts, reference a Street Tree Manual that will include a palette of acceptable species and directives for proper placement and pruning/maintenance. Work with the City Forester to develop this manual.

3) Include a landscape buffer to form a vegetative block face between sidewalk and building/parking areas (minimum 5-8 feet). (**Strong Guideline**)

- Existing Regulations: If this space also serves as a parking lot perimeter buffer, a landscaped frontage strip would be required. However, this is only enforced if the parking lot is visible from residential uses, so it would not apply to most of Military Avenue.
- Does a Gap Exist? Yes
- Alternative Approaches: Within overlay districts, require the landscape frontage strip regardless of the surrounding land uses and regardless of whether the parking area abuts the front setback. Allow flexibility for access points, pedestrian connections, signage, lighting, and other reasonable interruptions in the block face

Site Design – Setbacks

4) Establish a minimum setback of 5-8 feet from the right-of-way. (**Strong Guideline**)

- Existing Regulations: Most of the corridor is currently zoned C1 and C3, which require a minimum front setback of 15 feet.
- Does a Gap Exist? Yes
- Alternative Approaches: Reduce the minimum setback to 5 feet, and encourage buildings and additions to be built up to the setback line

5) Setback areas are to be used for landscaping, signage, outdoor seating, and decorative fencing. (**Strong Guideline**)

- Existing Regulations: Such uses are already allowed in setback areas in compliance with all other applicable standards of the zoning code (vision clearance, right-of-way encroachment, maximum height limitations, etc.).
- Does a Gap Exist? No
- Alternative Approaches: Within overlay districts, encourage the use of setback areas for these features. Item 3 will also help strengthen this with regard to landscaping.

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6) If parking is necessary in front of buildings, set a maximum setback of 85 feet for buildings under 50,000 square feet. (**Strong Guideline**)

- Existing Regulations: There are currently no maximum setback standards outside of the Mixed-Use (D1, D2, OR, NC) Zoning Districts.
- Does a Gap Exist? Yes
- Alternative Approaches: Within the overlay districts, establish a maximum setback standard for buildings under 50,000 square feet. A maximum of 85 feet is inherently flexible, as this would be more than enough room for two rows of parking, a two-way drive aisle, the front setback/landscape buffer, building foundation plantings, and the pedestrian way along the front of a building. Works in conjunction with item 7.

7) For buildings set back 85 feet or less, no more than 60 feet of setback can be used for parking (enough for 2 rows of parking and a drive aisle); the remaining 25 feet to be used for landscaping, pedestrian plazas, outdoor seating areas, etc. (**Strong Guideline**)

- Existing Regulations: There are currently no maximum setback standards outside of the Mixed-Use (D1, D2, OR, NC) Zoning Districts.
- Does a Gap Exist? Yes
- Alternative Approaches: Within the overlay districts, establish this as part of the maximum setback standard described under item 6.

8) No maximum setback is needed for developments over 50,000 square feet, but promote or require pad development sites (outlots) if the primary development set back is greater than 200 feet. (**Strong Guideline**)

- Existing Regulations: There are currently no related standards or requirements for outlot development.
- Does a Gap Exist? Yes
- Alternative Approaches: The appropriate place for encouraging outlots is within the adopted corridor plan itself. The elements related to setback and building size should be included in the maximum setback standards described under item 6. The zoning code can encourage the development of outlot sites in these cases, especially if there is an overlay district specific to the areas conducive for larger site development.

9) If located on a corner, big box buildings with a front setback of more than 200 feet should include a secondary side façade with a setback of no more than 85 feet and supporting features that are more human/pedestrian scaled. (**Strong Guideline**)

- Existing Regulations: All street facing facades are required to have activation for no less than 40% of their length, however, this entire section of the Code (13-1809) is prefaced with a "should" statement, making this a "design suggestion." There is no maximum setback for secondary facades.
- Does a Gap Exist? Yes
- Alternative Approaches: Within overlay districts, adopt the guidelines of 13-1809 as required standards. Flexibility can be provided where a particular design standard is shown to be in conflict with another design standard. Establish a maximum setback for secondary facades of buildings over 50,000 square feet on corner lots.

Site Design – Parking

10) Uses with different peak times are encouraged to share parking and access drives. (**Strong Guideline**)

- Existing Regulations: Section 13-1720 of the Zoning Code establishes the process and requirements for shared parking agreements.
- Does a Gap Exist? Yes
- Alternative Approaches: The provision exists, however, it is somewhat cumbersome, and as a matter of practice is not really followed. The code should be amended to allow for staff approval of shared parking agreements, which will streamline the process and truly encourage shared parking.

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11) Parking areas for adjacent developments should be connected if possible to improve circulation and reduce turn-lane congestion on Military. (**Strong Guideline**)

- Existing Regulations: Adjacent parking lot connectivity is neither prohibited nor promoted in the Zoning Code. The side setback in the existing C1 and C3 zoning districts is zero where the adjoining property is also commercial, which can help facilitate such connectivity.
- Does a Gap Exist? Yes
- Alternative Approaches: Within overlay districts, the standards of 13-1816 should be revised to specifically encourage connections between adjacent parking areas. Cross access easements (or other appropriate arrangements) will continue to be required where any property does not have its own direct access to the street.

12) Parking and pedestrian areas should be separated from service, drive through, and loading areas. (**Required Standard**)

- Existing Regulations: Sections 13-1816 (c) and (f) of the Zoning Code establish guidelines for the separation of pedestrian circulation areas. However, section 13-1816 uses the word "should," making it a "design suggestion." Section 13-1813 also regulates service and loading areas.
- Does a Gap Exist? Yes
- Alternative Approaches: Within overlay districts, adopt the guidelines of 13-1816 as required standards. Continue to enforce 13-1813.

Site Design – Screening

13) Screening is required for ground level utility meters, mechanical equipment, refuse areas, and other potentially unattractive or unsafe features. (**Required Standard**)

- Existing Regulations: Sections 13-1813 and 1815 of the Zoning Code establish requirements for the screening of utilities and trash areas.
- Does a Gap Exist? No
- Alternative Approaches: Continue to enforce the Zoning Code.

14) If screening is to be accomplished with vegetation, it should be equally effective in the winter as in the summer. (**Required Standard**)

- Existing Regulations: Sections 13-1813 and 1815 of the Zoning Code do not allow for the use of vegetation to screen utilities or trash areas. These must utilize decorative walls of architecture that matches the building. Screening of parking areas and buffer yards can be accomplished with vegetation, and Sections 13-1820 and 1822 already require such screens to be at least 90% opaque on a year-round basis.
- Does a Gap Exist? No
- Alternative Approaches: Continue to enforce the Zoning Code.

Site Design – Orientation

15) Buildings should address Military Avenue with architectural details and windows. (**Required Standard**)

- Existing Regulations: All street facing facades are required to have activation for no less than 40% of their length, however, this entire section of the Code (13-1809) is prefaced with a "should" statement, making this a "design suggestion."
- Does a Gap Exist? Yes
- Alternative Approaches: Within overlay districts, adopt the guidelines of 13-1809 as required standards.

16) Buildings on intersections (corner lots) should also address the intersecting street with architectural details and windows on the side façade. (**Strong Guideline**)

- Existing Regulations: All street facing facades are required to have activation for no less than 40% of their length, however, this entire section of the Code (13-1809) is prefaced with a "should" statement, making this a "design suggestion."
- Does a Gap Exist? Yes
- Alternative Approaches: Within overlay districts, adopt the guidelines of 13-1809 as required standards. Flexibility can be provided where a particular design standard is shown to be in conflict with another design standard.

17) Buildings should have a primary entrance facing Military or should have a corner or secondary facade created that addresses Military. (**Design Suggestion** for regional retail areas, **Strong Guideline** for neighborhood, mixed-use, and office areas)

- Existing Regulations: Section 13-1807 establishes guidelines for the placement and design of building entries, however, this section utilizes a mix of "should" and "shall" statements, making some portions "design suggestions."
- Does a Gap Exist? Yes
- Alternative Approaches: For regional retail areas, the existing Zoning Code is sufficient. For neighborhood, mixed-use, and office areas, adopt the guidelines of 13-1807 as required standards. Flexibility can be provided where a particular design standard is shown to be in conflict with another design standard.

Site Design – Lighting

18) Use pedestrian scale lighting around parking areas and sidewalks to extend hours of utility (including safety and crime prevention) for pedestrian districts. (**Required Standard**)

- Existing Regulations: The Zoning Code regulates the height, brightness, and shielding of certain lighting, but does not establish minimum lighting levels. Only in the TND District does the Code establish more detailed standards, but these are geared toward street and sidewalk lighting only.
- Does a Gap Exist? Yes
- Alternative Approaches: The overlay districts need to include the establishment of minimum lighting level standards including some directives for the placement of lights within development sites. These new standards can utilize the lighting plan parameters of 13-500, but will need to be supplemented with the actual lighting requirements.

19) Use low-level building and landscape lighting to develop a sense of place and aid in wayfinding during evening hours. (**Required Standard**)

- Existing Regulations: The Zoning Code regulates the height, brightness, and shielding of certain lighting, but does not establish minimum lighting levels. Only in the TND District does the Code establish more detailed standards, but these are geared toward street and sidewalk lighting only.
- Does a Gap Exist? Yes
- Alternative Approaches: The overlay districts need to include the establishment of minimum lighting level standards including some directives for the placement of lights within landscaping and on buildings. These new standards can utilize the lighting plan parameters of 13-500, but will need to be supplemented with the actual lighting requirements.

20) A specific design or style of lighting should be required for use within the front setback area along Military Avenue. (**Required Standard**)

- Existing Regulations: The Zoning Code regulates the height, brightness, and shielding of certain lighting, but does not establish minimum lighting levels. Only in the TND District does the Code establish more detailed standards, but these are geared toward street and sidewalk lighting only.
- Does a Gap Exist? Yes
- Alternative Approaches: Within overlay districts, reference a Lighting Design Manual that will include a palette of acceptable lighting fixture styles.

Site Design – Stormwater

21) Stormwater facilities should be incorporated into the design of the site. For example, bio-retention areas, raingardens, and basins should be aesthetically pleasing and even include decorative elements. (**Required Standard**)

- Existing Regulations: There are no existing controls on the placement, site integration, or aesthetics of stormwater features.
- Does a Gap Exist? Yes
- Alternative Approaches: Work with Public Works staff to develop a reasonable and practical set of standards requiring integrated design of stormwater features without compromising their effectiveness for the purpose of stormwater management and treatment. Pilot the implementation of these standards in the overlay districts.

Site Design – Signage

22) Encourage free standing signs to be shared by multiple businesses with individual business signage mounted on the building façade or located on awnings above the primary entrance. (**Strong Guideline**)

- Existing Regulations: Section 13-2010 of the Zoning Code limits the amount of free standing signage for all businesses, especially for multi-tenant commercial buildings and for businesses that share the same parcel. More could be done to encourage the sharing of signs for businesses on their own parcels and single tenant sites.
- Does a Gap Exist? Yes
- Alternative Approaches: It would be impractical to require cooperation between property owners through the Zoning Code. A better approach would be to establish requirements for sign sharing/reduction as part of a beautification loan/grant program.

23) For multiple-tenant developments, encourage shared, free-standing sign, but provide exception (additional signage) for anchor retailers in each development. (**Required Standard** for regional retail areas, **Strong Guideline** for neighborhood, mixed-use, and office areas)

- Existing Regulations: Section 13-2010 of the Zoning Code contains provisions for shared signage in multi-tenant buildings and for shopping centers. Additional sign area is allowed for shopping centers in the C3 District.
- Does a Gap Exist? Yes
- Alternative Approaches: Apply the C3 District allowances for shopping center identity signs in regional retail areas. The alternatives from item 22 are best suited for neighborhood, mixed-use, and office areas.

24) In office, mixed-use, and neighborhood oriented areas, encourage the replacement of tall pole/pedestal signs with lower pedestal signs and signage on buildings. Taller signs would continue to be allowed in regional retail areas. (**Strong Guideline**)

- Existing Regulations: Pole/pylon signs are currently allowed in all Commercial Districts. Monument signs are also allowed, but are not required or preferred in any way.
- Does a Gap Exist? Yes
- Alternative Approaches: Differentiate between existing and new signs in overlay districts for office, mixed-use, and neighborhood oriented areas. Allow existing pole signs to continue as maintainable, conforming uses, but require new signs to be monument signs. The use of monument signs should also become a requirement within a sign replacement component of a beautification loan/grant program.

25) In office, mixed-use, and neighborhood oriented areas, external illumination (such as building- or ground-mounted light fixtures) is the preferred method of illuminating signage. Internal signage illumination would continue to be allowed in regional retail areas. (**Strong Guideline**)

- Existing Regulations: There are no regulations in the Zoning Code related to whether sign lighting is external versus internal.
- Does a Gap Exist? Yes
- Alternative Approaches: Differentiate between existing and new signs in overlay districts for office, mixed-use, and neighborhood oriented areas. Allow existing internally lighted signs to continue as maintainable, conforming uses, but require new signs to be externally lighted. The use of external lighting should also become a requirement within a sign replacement component of a beautification loan/grant program.

26) Rather than free-standing pedestal signs, require smaller monument signs for new development in office, mixed-use, and neighborhood oriented areas. (**Required Standard**)

- Existing Regulations: Pole/pylon signs are currently allowed in all Commercial Districts. Monument signs are also allowed, but are not required or preferred in any way.
- Does a Gap Exist? Yes
- Alternative Approaches: In overlay districts for office, mixed-use, and neighborhood oriented areas, define the extent of construction or remodeling that will constitute "new development." For projects that meet the definition of new development, require the use of monument signage (in addition to building/awning/window mounted signage).

27) Durable materials (masonry, stone, stucco, etc.), natural colors, architectural details, and solid bases matching the primary structure are encouraged for detached signage. (**Strong Guideline** for regional retail areas, **Required Standard** for neighborhood, mixed-use, and office areas)

- Existing Regulations: Section 13-1811 of the Zoning Code encourages signage design (color, materials, scale, etc.) to be an integrated element of site architecture. However, this section utilizes a "should" statement, making this a "design suggestion."
- Does a Gap Exist? Yes
- Alternative Approaches: In overlay districts for office, mixed-use, and neighborhood oriented areas, adopt the guidelines of 13-1811 as required standards. Continue to rely on the existing language for regional retail areas.

Redevelopment – Facades

28) New and renovated buildings should utilize significant architectural elements to contribute to an upscale identity for the corridor. (**Strong Guideline**)

- Existing Regulations: Section 13-1809 sets standards for façade activation, wall articulation, four-sided design, and building materials. However, this entire section is prefaced with a 'should' statement, making them design suggestions. Also, these guidelines only apply when a project requires site plan review, and remodeling of an existing building façade typically does not.
- Does a Gap Exist? Yes
- Alternative Approaches: Within overlay districts, adopt the guidelines of 13-1809 as required standards for projects that require site plan review. Following these design requirements should also become a requirement within a façade improvement loan/grant program. These guidelines and illustrated examples should also be included as part of a Site Design Idea Book.

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29) Existing box development, particularly at prominent intersections, should be encouraged to add architectural elements. (**Strong Guideline**)

- Existing Regulations: Section 13-1809 sets standards for façade activation, wall articulation, four-sided design, and building materials. However, this entire section is prefaced with a 'should' statement, making them design suggestions. Also, these guidelines only apply when a project requires site plan review, and remodeling of an existing building façade typically does not.
- Does a Gap Exist? Yes
- Alternative Approaches: Within overlay districts, adopt the guidelines of 13-1809 as required standards for projects that require site plan review. Following these design requirements should also become a requirement within a façade improvement loan/grant program. These guidelines and illustrated examples should also be included as part of a Site Design Idea Book.

30) New and renovated retail/commercial buildings should add the development of outdoor arcades, seating areas, plazas, and enhanced pedestrian amenities. (**Design Suggestion**)

- Existing Regulations: No current zoning regulations require or suggest such features for commercial sites.
- Does a Gap Exist? Yes
- Alternative Approaches: These guidelines and illustrated examples should also be included as part of a Site Design Idea Book.

Redevelopment – Parking

31) Existing streetfront parking areas should be enhanced with interior landscaping, walkways, and a landscape buffer along the right-of-way to screen parking from the street.

(**Required Standard** for **new and expanded** parking areas)

(**Strong Guideline** for **existing** parking areas when a grant or other incentive has been provided)

- Existing Regulations: Section 13-1822 of the Zoning Code establishes standards for parking lot perimeter buffers. However, this is only enforced if the parking lot is visible from residential uses, so it would not apply to most of Military Avenue. Section 13-1821 requires interior parking lot landscaping for new, expanded, or reconstructed lots.
- Does a Gap Exist? Yes
- Alternative Approaches: Within overlay districts, require the parking lot perimeter buffer regardless of the surrounding land uses for new and expanded parking areas. The addition of perimeter and interior parking lot landscaping should become a requirement within a site enhancement component of a beautification loan/grant program.

Redevelopment – Windows and Doors

32) In commercial areas, building wall transparency should be retained or increased to at least 60% with windows/glass at street level. (**Strong Guideline**)

- Existing Regulations: Section 13-1809 sets a standard that ground floor facades be activated (doors, windows, awnings, etc.) for at least 40% of the length. This does not necessarily require transparency, is less than 60%, and the entire section is prefaced with a "should" statement, making it a design suggestion.
- Does a Gap Exist? Yes
- Alternative Approaches: In overlay districts, increase the required transparency to 60% and specify that the intent is to add doors and windows. Allow flexibility where doors or windows are not practical but can be replaced with other forms of ground floor façade activation/articulation.

33) The entry should be readily distinguishable and differentiated from the rest of building. (**Strong Guideline**)

- Existing Regulations: Section 13-1807 of the Zoning Code establishes standards for the design of building entries. Visual distinction, entrance visibility, and street orientation are all addressed.
- Does a Gap Exist? No
- Alternative Approaches: Continue to enforce the Zoning Code.

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Sub-District Design – Lombardi Gateway

34) Character: From approximately Kennedy Drive to Lombardi Avenue, higher-density office, hospitality and entertainment node that relates to development surrounding Lambeau Field and serves as a southern anchor to Military Avenue. (**Strong Guideline**)

35) Commercial traffic separated from adjacent residential neighborhoods. (**Required Standard**)

36) Must be master-planned with shared access drives, parking, pedestrian circulation. (**Required Standard**)

37) Urbanize Lombardi Avenue and Military Avenue street edges with curb, sidewalk and pedestrian accommodations. (**Required Standard**)

38) To make more room for new development, and to provide a more focused gateway to the Military Avenue corridor, remove the northbound slip lane that currently extends from Ridge. (**Required Standard**)

- Existing Regulations: No such zoning district currently exists.
- Does a Gap Exist? Yes
- Alternative Approaches: Create an overlay or special purpose zoning district that establishes this character statement as its intent and purpose. Include requirements for traffic separation and master planning. Urbanizing the cross-section is not a zoning matter, but should be pursued with the Department of Public Works and the City Council. The northbound slip lane should be vacated and removed at the appropriate time.

Sub-District Design – Office/Hospital Campus

39) Character: larger office, medical, senior residential and hospitality uses. 2-6 story buildings set back in campus-like setting. (**Strong Guideline**)

40) Minimum 20 foot setbacks. (**Required Standard**)

41) Encourage abundant, quality landscaping in private setbacks. (**Strong Guideline**)

42) Parking optimally placed on side or rear of sites from Shawano Avenue and screened from view. (**Strong Guideline**)

- Existing Regulations: No such zoning district currently exists.
- Does a Gap Exist? Yes
- Alternative Approaches: Create an overlay or special purpose zoning district that establishes this character statement as its intent and purpose. Include the setback requirement and apply the parking location requirements of 13-1819. Landscaping standards similar to those used in the I-43 Business Park could be applied to this area. If possible, provide an incentive for parcel assemblage, such as greater floor area ratios, housing unit density, or impervious surface coverage.

Sub-District Design – Regional Retail and Outlots

43) Character: Buildings retail centered with mid-box to large-box stores focused here within site and building design parameters. (**Strong Guideline**)

44) Emphasis on creating a vibrant retail corridor with numerous retail destinations with shared access and a consistent and highly visible street front presence. (**Required Standard**)

Anchor big-box retail development encouraged 45) to serve as traffic generator for corridor. (**Strong Guideline**)

46) Outlot buildings should be placed at the minimum setback with parking located either in the back or on the side. (**Strong Guideline**)

47) Outlot buildings should have architectural details, facades, and window openings on all building sides that face a public right-of-way. Secondary customer access points or outdoor patios on the Military Avenue side of the building are preferred. (**Strong Guideline**)

48) Outlots should share access points onto public roads with the primary retailer and other outlots where possible. (**Required Standard**)

49) Building architecture should complement the primary retailer and other outlots. (**Required Standard**)

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50) Outlots will be limited to building mounted and awning signage and may also utilize free-standing shared signage that serves the entire development. (**Required Standard**)

- Existing Regulations: No such zoning district currently exists.
- Does a Gap Exist? Yes
- Alternative Approaches: Create an overlay or special purpose zoning district that establishes this character statement as its intent and purpose. Include requirements for shared access, street presence, and outlot development. Make it clear that large-box development is welcome here. If possible, provide an incentive for parcel assemblage, such as greater floor area ratios or impervious surface coverage.

Sub-District Design – Neighborhood-Oriented Mixed-Use

51) Character: Small-scale redevelopment with a focus on high-quality architecture and pedestrian-oriented street frontage. Includes office and retail spaces catering to personal and professional service providers. (**Strong Guideline**)

52) Modulate scale and volume of larger buildings- varying façade depths, roof lines, and materials can make a large building appear less massive. (**Required Standard**)

53) Consider requiring certain pedestrian-oriented areas to have a minimum percentage of development brought up to minimum setback. (**Strong Guideline**)

- Existing Regulations: The existing Neighborhood Commercial (NC) zoning district matches the intended character and uses very closely.
- Does a Gap Exist? Yes
- Alternative Approaches: The NC District should be applied to these areas with an overlay added in order to enact the other related design standards and guidelines and to encourage parcel assemblage.

Sub-District Design – Residential Infill

54) Minimum setback of 10 to 15 feet with doors, windows, and sidewalks oriented toward Military Avenue. Garage entrances and parking should be located on the side or rear of buildings. (**Strong Guideline**)

- Existing Regulations: Typical multi-family zoning (R3) requires a minimum setback of 15'. Section 13-1602 of the Zoning Code requires entrances to face the street and parking areas to be located to the side or rear, but these requirements only apply in certain zoning districts.
- Does a Gap Exist? Yes
- Alternative Approaches: Allow a smaller front yard setback. Strengthen the standards of 13-1602 to apply to all new multi-family and single-family attached (townhome) housing.

55) Where possible, combine resident access and parking with other residential streets. (**Strong Guideline**)

56) Grade-separated entrances and windows for privacy from busy sidewalks. (**Required Standard**)

57) Clearly defined private front-yard areas to discourage pedestrians from entering setback. (**Strong Guideline**)

58) Multifamily development should ideally be developed with individual entrances for each unit, but at a minimum, entrances would be shared by a small number of units (2-4). (**Design Suggestion**)

- Existing Regulations: These are not currently addressed by the Zoning Code.
- Does a Gap Exist? Yes
- Alternative Approaches: Add these standards to 13-1602 as guidelines and requirements for the design of multi-family and single-family attached (townhome) sites.

59) Promote residential development in groups of smaller individual buildings (8 units or less each). (**Required Standard**)

- Existing Regulations: Section 13-1602 of the Zoning Code limits the number of units that can be included in a building and establishes minimum green space requirements, but these requirements only apply in certain zoning districts.
- Does a Gap Exist? Yes
- Alternative Approaches: Strengthen the standards of 13-1602 to apply to all new multi-family and single-family attached (townhome) housing.

60) In larger developments, group buildings around usable green space or other amenities. (**Required Standard**)

- Existing Regulations: Section 13-1602 of the Zoning Code limits the number of units that can be included in a building and establishes minimum green space requirements, but these requirements only apply in certain zoning districts.
- Does a Gap Exist? Yes
- Alternative Approaches: Strengthen the standards of 13-1602 to apply to all new multi-family and single-family attached (townhome) housing.

61) Encourage underground parking or covered, first-floor parking that is not visible from the street. (**Design Suggestion**)

- Existing Regulations: Section 13-1719 establishes covered parking requirements for townhomes, but does not require covered parking for multi-family buildings or in any case require underground parking.
- Does a Gap Exist? Yes
- Alternative Approaches: Modify Section 13-1719 to encourage covered or underground parking as the preferred scenario for multi-family and single-family attached residential uses.

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